cesie
the world is only one creature

Job advertisement

Module 5 - RECRUITMENT PROCESS FOR PEOPLE WITH ASD - Creating an Autistic-friendly Recruitment Process

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OPPORTUNITIES 4
AUTISM

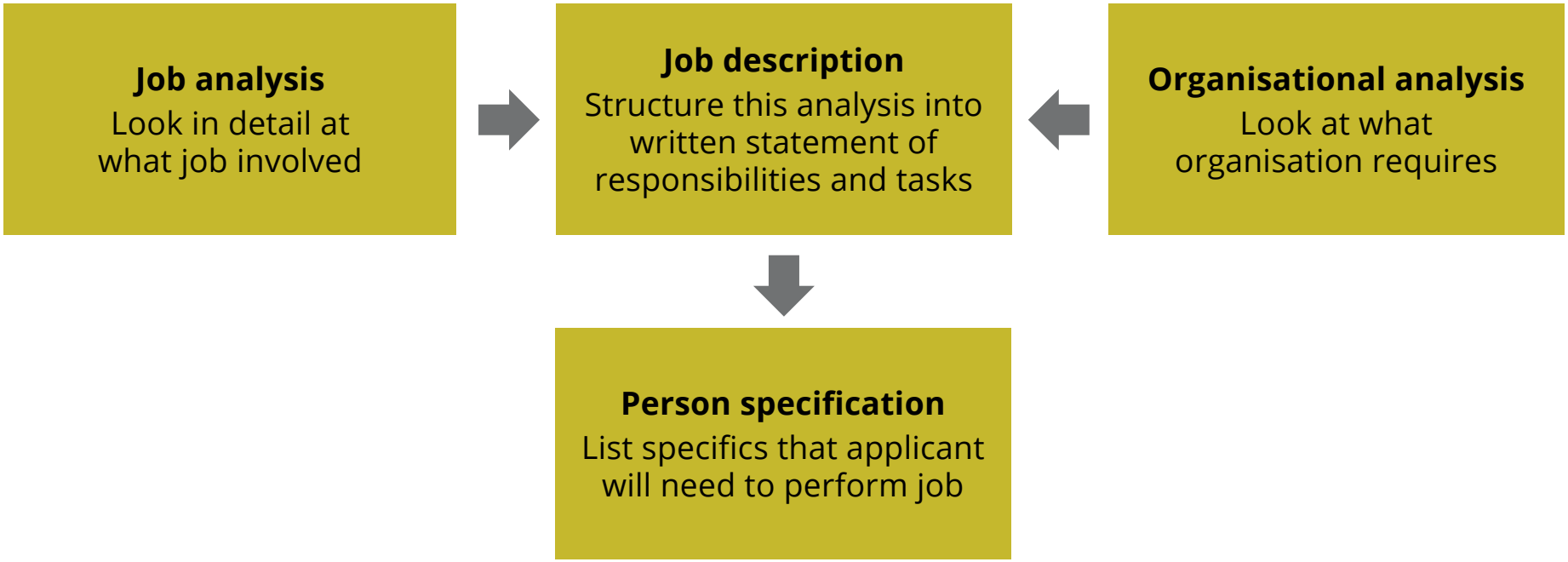
Recruitment usually starts with the definition of a vacant job position analysis and description

One of the traditional approaches to recruitment and selection is the Person-job fit, based on the view that organisations should **specify the requirements of the job** as closely as possible and then look for individuals whose personal attributes fit those requirements.

One of the first steps in the recruiting process is **designing the job advertisement.**

Stages of job and person analysis

This mapping diagram shows the relationship between a job and the skills and attributes it demands



Job analysis

Examining a job systematically and in detail

There is no single way of doing this:

- Direct observation
- Discussion with the current job holder and supervisor or line manager
- **Checklist approach**

1) The key words approach

- What is done?
- When is it done?
- Where is it done?
- How is it done?

2) What is the job holder responsible for?

- Responsibility for the work of others
- Responsibility for physical resources
- Responsibility for budgets/money

3) What sorts of working relationships are involved?

- Relationships with superiors (if any)
- Relationships with colleagues
- Relationships with other departments or agencies
- Relationships with customers/clients/users
- Relationships with individuals supervised

4) What are the job requirements?

- Required standard of performance and results
- Required skills and experience
- Required analytical skills
- Required education and training
- Required physique and health (if appropriate)
- Required motivation and social skills
- Required attitude or general approach to the work involved

5) What are the working conditions?

- The physical environment
- The social conditions and work group context
- The economic conditions including funding and pay

6) Who should be consulted about the analysis?

- Check back with the job holder
- Check back with his or her line manager

From your analysis of the job you can write a job description and a specification of the kind of person needed to fill the described job

Job description

It states what the job holder is responsible for and what they are required to do

The Job Description provides the key points of a role.

Within the recruitment process, the job description leads on to the next stage of specifying the type of person you are looking for to fill your vacancy.

Person specification

Skills, knowledge, qualifications, experience and personal attributes that are needed for the job

It provides more information about the personal attributes the role holder must hold.

It is good practice to specify:

- what is essential or the minimum required to perform the job
- what is desirable

Job description

It states what the job holder is responsible for and what they are required to do

There is no one right way of setting out job descriptions. You may find that the ones used in your organisation look different than others.

Traditional job descriptions tend to follow a similar format:

- **Job information**: Comprising the employer's name, location and the official job title
- **Job scope**: Information about the job's tasks, duties and responsibilities, including supervisory responsibilities and reporting line
- **Job summary**: A few concise sentences summarizing the main purpose of the job
- **Accountability**: A list of the primary responsibilities associated with the job, as well as the goals and end results that are to be achieved
- **Qualifications and experience**: A list of education, experience, certification and licensing required of the employee performing the job

Person specification

Skills, knowledge, qualifications, experience and personal attributes that are needed for the job

Person specification should include the following:

- **Knowledge:** Specific background/essential knowledge needed to do the job
- **Skills/Abilities specific to the role**: a minimum level of skill (and also a maximum level of skill to indicate development)
- **Personality/ Motivation:** What motivates the candidate? Is the role likely to restrict someone who enjoys working with people if it is one which has limited contact with others**?**
- **Circumstances:** Availability/mobility (hours required, travel to work/remote)
- **Competencies/Behaviours required for the job**

Job descriptions often include skills that are not essential for the job to be carried out effectively.

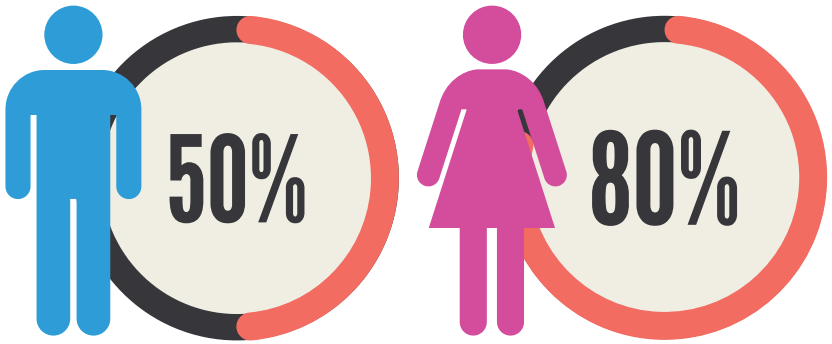
One of the biggest barriers to employment for people with ASD is the workplace expectation that everyone should be at least average at everything and conform to a standard employee description.

If we can define roles more specifically, and isolate the key skills required to deliver success, then we don't need to assess those attributes that are at best nice to have and sometimes unnecessary.

Consider only the skills that are absolutely essential for the position you need to fill. Prioritise and value these skills throughout the process.

Among similarly qualified people...

People without ASD will only apply if they have:



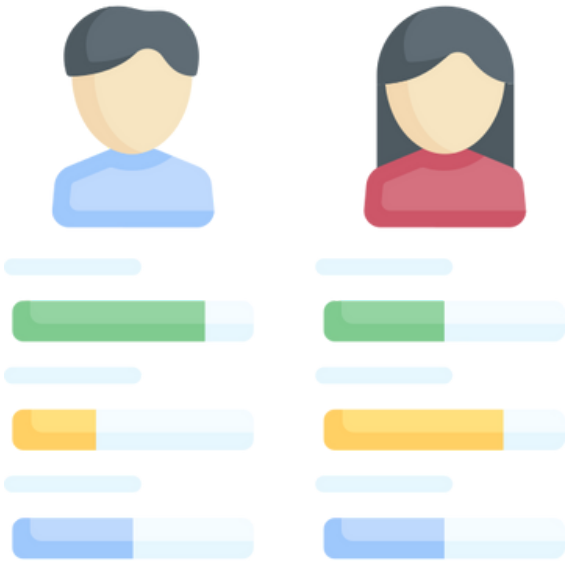
of the requirements

People with ASD will only apply if they have 100% of the requirements.

Reviewing and revising your job descriptions is what you have to tackle in the first place in a diversity recruitment initiative

Use Competency Based Job Descriptions!

A competency model is a guideline developed by a HR department that sets out the specific skills, knowledge and behavioural requirements that together define successful performance in a particular work setting.



The Competency modeling is an employee/person-focused approach, which looks at the "how" an employee is enabled to perform their job successfully. It focus attention on the key factors required to deliver results.

Competency models define what performance success should look like within the organization for each individual job

The Competency model demonstrate the relationship between activities/tasks and the attributes, characteristics and abilities required to undertake them and **be successful in the role**. This relation is the core focus of the process.

It emphasizes what employees must be capable of doing, rather than a list of duties they must perform.

The competency model allows you to hire talented people who demonstrate certain core competencies, regardless of whether they have performed the exact same job duties in the past.

Competencies are often broken down into 3 categories:

- behavioral competency (soft skills)
- technical competency
- leadership competency

It is useful to identify:

- The **essential criteria** which must be available to undertake the job.
- The **desirable criteria**, that would enhance the quality of the candidates.

Identifying the core competencies

You can follow these steps

01 ANALYSIS

Analyse the job and break in down to single tasks and activities. Rank the tasks from the most important and frequent to those with little importance or occurring sporadically to decide which competencies are a real must.

02 IDENTIFICATION

Identify key competencies for each task. Divide them to clusters (technical, social, functional, behavioural etc.) and provide details.

03 REFLECTION

Think about the qualities needed to cope with the difficult parts of the job.

Competency-based Job Descriptions

Key Elements

Job title
Title that is used to refer to the employees' position in the company

Description of the company
A clear synthetic description of your company

Relevance of the position
Statement about how the position supports the company
- proposed objectives of the job
- hierarchy overs

Major Responsibilities
This details what actually needs to be done, i.e. the duties and expected outcomes.

Critical criteria (Must haves)
Standards and qualities that candidates must have in order to be considered for the job

Preferred criteria (Nices to have)
Qualities that the company would like candidate to possess but are not crucial in the day-to-day activities of the job

Other information
- Detail of the type of contract
- Remuneration
- Benefits
- How to apply

The full job description isn't usually published with the job advertisement. It serves as the basis for setting the ad, setting criteria for CV assessment and preparation of interview/application form questions.

- **Re-consider whether the education and previous work experience are “must haves”.**

There may be reasons behind the inconsistent work history and lack of education that has nothing to do with the person’s ability and intellect and everything to do with barriers and insufficient support they have experienced.
Many people with ASD are at high risk of pre-screening elimination because they either don’t have the post-secondary education or previous work experience and they have gaps in their work history.

- **Focus on crucial competencies.**

Job descriptions often include skills that are not essential for the job to be carried out effectively. Qualities such as 'excellent communication skills' or 'good team player' are often included as default skills, even if they are not necessary.
Many candidates with ASD possess the skills needed for the job but lack some other preferred competencies such as social or communication skills. This can mean that they assume themselves to be ineligible for a job even where they have strong skills that are directly relevant to the tasks involved.

- **Look for ‘culture-add’ instead of ‘culture-fit’**

The idea of ‘culture-fit’, where an incoming staff member can easily slide into an existing team dynamic, is a great idea in theory. In practice, it’s very limiting. New personality types can help teams evolve and grow.

Every autistic person is different and will have different strengths and weaknesses.

Deciding on a more narrow and precise set of values to guide your recruitment process will improve your chances of attracting and selecting interested neurodiverse applicants.

It might also improve your applicant pool in general, attracting employees who can identify their skillset's relevance for your position.

Job Advertisement

A public relations opportunity for the organisation

The advertisement should be **factual, truthful and relevant.**

It should contain the following:

- Job title
- Description of the company
- Description of the position sought after: aims and responsibilities
- Requirements
- Other information: type of contract, salary range, benefits
- The manner in which applications should be made
- The closing date, if there is one, for applications

The Job AD is supposed to attract candidates, but if it contains information that is common only to a specific group, you are inadvertently discouraging candidates from even applying, thereby narrowing your candidate pool before you even begin.

Writing an Inclusive Job Advert, it's all about making the candidate feel comfortable.

Ways you can put people with ASD off with your Job Adverts

- Overly wordy, jargon-filled sentences
- Unreadable structure and poor formatting

- Stereotypes and Assumptions
- Missing information

Check: 1. Employer's external communication and Presentation

When defining the application process, provide an opportunity for candidates to communicate their need for support or accommodation measures.

ELEMENT	AVOID	BETTER
Job title	• Jargon • Confusing/obscure titles	A recognisable, industry-standard title, that people on the outside world might use for their jobsearch
Description of the company	• Not revealing enough information • Meaningless buzzwords and vague wording	• Describe the organisation's activity • Explain what your work environment is like
Description of the position	• Generic descriptions • Not revealing enough information • Including a never-ending list of responsibilities	• Be crystal clear about what the job entails • Provide as much information as you can
Requirements	• Skipping this section • Listing generic skills • Inserting a lot of prerequisites	• Be really objective about what abilities and experiences are genuinely essential • List only the requirements of that role, + “nice to have”
How to apply	• Complicated application process • Excessively long job application	• Give clear instructions on the application process, explain all steps in advance • Include contact details of the hiring manage.
Closing date	• Countdown tools or notices	• Inform the candidate about the deadline for the application

Recruiting Channels

In the selection process, the choice of candidate recruitment channel is a fundamental moment. The search process moves along two lines:

The internal market

The human resource, already available in the organisation, will be assessed to define professional and behavioural characteristics and skills needed to fill the role.

Internal recruitment channels are:

- horizontal and vertical mobility
- internal database
- professional retraining
- internal announcements, notice board
- directly approach an employee

The external market

It is the main channel for acquiring new skills that are necessary but not available within the organisation.
Crucial is the choice of recruitment channels. These can be divided into:

- universities, schools and other education and training providers
- advertisements in newspapers, on job portals, in specialised journals, social media
- company websites and social media
- posters, radio/tv stations
- spontaneous applications, references
- consultancy companies, job agencies

For information on this Training Unit:
alessia.valenti@cesie.org
Visit the project website at:
www.opportunities4autism.com

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