



## **TENDER SPECIFICATION BRIEF:**

*To improve AIUK's recruitment policies, systems, processes and candidate sourcing and to strengthen the AIUK employer brand from an Equality, Diversity & Inclusion (E, D & I) perspective*

### **1. ABOUT AMNESTY INTERNATIONAL AND AMNESTY INTERNATIONAL UK**

- 1.1 Amnesty International is the world's largest grass-roots human rights organisation with over seven million supporters across more than 150 countries and territories. We investigate and expose abuses, educate and mobilise the public, and help transform societies to create a safer, more just world.
- 1.2 Amnesty International is an unincorporated worldwide movement consisting of independent sections throughout the world and an International Secretariat (IS) based in London which coordinates the worldwide movement and provides support for global governance structures.
- 1.3 Amnesty International UK represents more than 600,000 supporters in the United Kingdom. Collectively, our vision is of a world in which every person enjoys all of the human rights enshrined in the Universal Declaration of Human Rights and other international human rights instruments. Our mission is to undertake research and action focused on preventing and ending grave abuses of these rights. We are independent of any government, political ideology, economic interest or religion.

### **2. BACKGROUND**

- 2.1 Amnesty International UK has an ambitious strategy which runs from the period 2016 to 2020. Our 'People and Culture' Strategy forms a key part of this and E, D & I objectives are intrinsic in achieving that strategy.
- 2.2 Amnesty International UK's aim is to become leading edge in E, D & I, particularly given who we are and what we campaign for, though we recognise that there is a lot to do, that we need to prioritise and that it will take time.
- 2.3 We want to promote a diverse and fully inclusive working environment that respects the diversity of identities and experiences of all staff, volunteers and activists. One of our priority areas in E, D & I is therefore recruitment and we are looking to form a long term working relationship with the right organisation to help with this.

### **3. DELIVERABLES**

Below is an outline of the key deliverables of the work.

3.1 Partnership working in delivering a strategy to achieve more diverse sourcing of candidates, including:

- Proactive sourcing / talent pooling of diverse candidates with relevant skills
- Referrals from current employees
- Use of social media
- Diversity job boards
- Recruitment materials and processes

3.2 Partnership working to strengthen our brand from an E, D & I perspective as an employer of choice

3.3 Partnership working to support development of underrepresented groups through developing programs and schemes eg mentoring schemes, reverse mentoring etc

### **4. METHODOLOGY**

4.1 Initial scoping with Director of Corporate Services and Head of Human Resources

4.2 Input gathering:

- Review of existing policy, systems and processes
- Review of key findings and recommendations from a recent E, D & I audit (included in Appendix I though please note that the scope of this tender is only in relation to parts of it)

4.3 A proposal on the remainder of the methodology should be included in your pitch

### **5. TIMESCALE AND KEY DATES**

5.1 We would like this work to begin as soon as possible and for it to be an ongoing partnership. The fee structure should reflect this.

### **6. REPORTING LINES**

6.1 The Director of Corporate Services will manage the relationship.

### **7. REQUIREMENTS**

7.1 We envisage that this assignment will be undertaken by an agency that will be able to demonstrate their experience and expertise of undertaking similar types of work. We will assess the proposals based on:

- Demonstrable understanding and experience of equality and diversity work and issues, ideally in advising organisations with this
- Demonstrable experience of delivering against the tender, ideally in the charity sector
- Quality of work and examples provided in building employer brands
- Ability to demonstrate impact of work in terms of increasing diversity within organisations
- Level of contacts with diverse candidates with relevant skills
- Ability to work in partnership and to help to promote AIUK as an employer that is attractive to diverse candidates
- Value for money

## 8. NEXT STEPS

8.1 Candidates are requested to provide a written proposal no longer than 2 pages which includes the following:

- An outline of the methodology proposed and timescale
- A cost or fee structure for the project
- CV and/or other relevant information about the proposed key staff and points of contact for this work and/or your organisation's experience and credentials including examples of previous work or other partnerships (to be annexed)

9.2 Proposals should be submitted by email to [ranna.mcardle@amnesty.org.uk](mailto:ranna.mcardle@amnesty.org.uk) no later than 31<sup>st</sup> August. If shortlisted, you will be asked to provide a presentation in support of the tender deliverables to a panel consisting of the Director of Corporate Services, the Head of Human Resources and Union Equality and Diversity Representative.

## 9. CONFIDENTIALTY AND INTELLECTUAL PROPERTY

9.1 The appointed organisation should treat all information acquired following appointment as confidential and that all deliverables will be treated as the property of Amnesty International UK.

## Appendix I

### Overall recruitment assessment and RAG rating:



### Key findings

- The recruitment process is structured and consistent. Some recent improvements are positive for diversity, for example:
  - Anonymous shortlisting process.
  - Qualifications no longer on candidate specifications / job adverts.
- The recruitment policy benchmarks well against best practice – although it could have more reference to unconscious bias.
- Most interviewers have been trained in the overall process. Current training is covering unconscious bias.
- The interview content is checked by HR and interviews are rated independently by the two interviewers.

- Diversity within the interview panel is encouraged but feedback is that it may not be present in all cases.
- Candidate sourcing strategies are limited (e.g. advertise in the Guardian, place with one agency). Have recently started to try other routes for more diverse candidates.
- Website information about what it's like to work at Amnesty is limited – lots more could be done to bring this to life, sell the benefits and enhance the employer brand as a place where E, D & I is important and celebrated.
- Data analysis indicates adverse impact at some stages of recruitment process.
- The lack of entry level jobs and unpaid volunteer roles is seen as a barrier to diversity.
- There was a perception of inconsistency in the work given to volunteers (some given menial tasks, others work consistent with that of paid roles).

## **Recommendations**

### Training:

1. Provide consistent training for interviewers with a particular focus on unconscious bias (currently in progress). Ensure that there are more BAME employees trained as interviewers to increase representation on interview panels.

### Policy:

2. Update the recruitment policy to include more information about possible bias at each stage of the recruitment process with guidelines around how to avoid bias.

### Process:

3. Review shortlists for diversity and take action to increase diversity where needed (e.g. using sourcing strategies below).
4. Look at alternative sourcing strategies as a way of improving diversity, e.g.
  - Specialist diversity agencies
  - Proactive sourcing / talent pooling of diverse candidates with relevant skills
  - Referrals from current employees
  - Use of social media
  - Diversity job boards

### Internal vs External:

5. Consider whether vacancies should be opened internally for before opening up to external candidates.

Employer Brand:

10. Strengthen the employer brand from an E,D&I perspective:

- 10.1 Increase information on website about what it's like to work at AIUK, the organisation's commitment to E,D&I and career development opportunities.
- 10.2 Publish case studies from a diverse range of employees.
- 10.3 Showcase different career routes.
- 10.4 Provide more information on employee benefits, e.g. flexible working.

Roles:

7. Introduce entry level roles (following pay and grading review).
8. Consider implementing paid internships, targeting underrepresented groups.