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Inclusion measurement checklist

What to ask candidates, starters, employees and leavers; how to cut the data safely; and how to turn it into a short action plan.

1. What to ask, stage by stage

Stage	When	Ask about	Our plan (who, when, how)
Candidates	After the decision, including unsuccessful candidates and those who withdrew	Fairness and respect; clarity about the process; adjustments offered and delivered; whether they would apply again	
New starters	Around 8–12 weeks, with an optional check at about 30 days	Adjustments in place on day one; welcome and belonging; whether the reality matched what they were told	
Employees	Annually, same questions each time	Commitment: openness, expectations, support, policies. Experience: respect, being yourself, fairness in pay, progression and recognition. Which areas matter most	
Leavers	During notice, asked independently	Whether treatment, fairness or belonging played any part in leaving; whether they would return	

Monitoring questions – tick when done

- ☐ Every demographic question is optional, with “prefer not to say”
- ☐ We explain why we ask, who sees what, and that no individual is reported
- ☐ Same categories at every stage, so stages can be compared
- ☐ Candidate monitoring data kept away from the people making selection decisions
- ☐ Lawful basis and special category condition recorded with our data protection officer
- ☐ Retention period set for each stage

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2. Cutting the data safely

Rule	Our threshold or decision
Minimum group size for any report (typically 5)	
Minimum group size for demographic cuts (consider 10)	
Hide the complement when it would reveal a small group	
Intersections reported only where the intersection group itself meets the minimum	
Small groups combined, or periods pooled, and the report says so	
Free-text comments checked for identifying details before sharing	

3. Reading and acting

Question	What we found
Where are the largest gaps between groups?	
At which stage does a group drop away (apply, shortlist, offer, stay, leave)?	
Which areas do people rate most important but experience least well?	
Where are “unsure” answers high? (People may not know your policies)	

Two or three actions	Owner and date	What we will tell people, and when

Re-measure with the same questions in twelve months. The test is whether the gaps narrow, not whether the average rises.

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Does any of this sound familiar?

The organisations we work with rarely come to us asking for a survey. They come with something that is costing them money, time or people. These are the ones we hear most often.

MAKING MONEY

"We hire well on paper and still get it wrong in the role."
Personality, leadership and competency assessment matched to the job, so interviews test what matters and offers go to people who will perform. (FindingPotential)

"Our best people leave and we only find out why afterwards."
Exit intelligence in the leaver's final weeks: what was avoidable, who would come back, and what to change first. (LastOpinion)

"Leaders get feedback once a year and nothing changes."
Forward-looking 360 feedback that lands as development rather than judgement, with the actions built in. (FeedForward)

SAVING MONEY

"Too many new starters are gone inside a year."
New-starter surveys at the points the first-year leak opens, so you act at three months instead of reading about it at exit. (OnBoarder)

"References take weeks and tell us nothing."
Automated referencing with questions that predict, most returned within 48 hours. (ReferenceExpert)

"We run an engagement survey and the results sit in a drawer."
Engagement reporting down to team level in plain English, with the three moves each team's own people chose. (WinningFormula)

SOLVING PROBLEMS

"The board wants evidence on culture, conduct and speaking up."
A confidential always-on channel and a harassment-prevention audit that give you the evidence before a regulator asks for it. (SafeSpace)

"We publish an inclusion statement and cannot show whether it is true."
Inclusion measured at every stage from hire to exit, so you can see where the experience differs and act on it. (ED&I)

"We have the data and cannot turn it into a decision."
Twenty years of UK benchmark data and analysts who turn results into a board paper, not a dashboard. (Workforce intelligence)

Who we are

great{with}talent is a UK workforce-intelligence consultancy, founded in 2003. We help organisations hire better, keep people longer, improve leadership, strengthen inclusion and reduce workplace risk, with a connected set of tools that turn employee data into clear, fast action across the whole employee lifecycle. Independent, GDPR-compliant and Cyber Essentials certified, hosted on Microsoft Azure.

Not on the list? It will not always be. If you are working on something you think we might be able to help with, drop us a note describing what you are trying to do and we will come back to you.

On the list or not, let's talk.

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