EMPOWERING WOMEN FOR DIGITAL & REMOTE HR CAREERS

mountains of research

ELN MTÜ European Learning Network

egeria desarrollo social

UNIVERSITÄT PADERBORN

MODULE 4 · DIGITAL RECRUITMENT AND SELECTION · LESSON 4.2

Inclusive advertising, sourcing and employer brand

A fair advert cannot create an inclusive candidate pool if the right people never see it or cannot imagine themselves applying.



1.5 training hours · Integrated practice · RemoteHeR

Co-funded by the European Union

CC BY SA

WHAT THIS LESSON COVERS

Five things, in order

- Choosing channels from where suitable candidates actually look
- Distinguishing job advertising from active candidate sourcing
- Removing language and framing that narrow the candidate pool
- Communicating a credible employer brand for remote roles
- Reaching under-represented candidates deliberately



A vacancy only reaches the people who can find it.

Inclusive recruitment depends on the channels, networks and search methods that give people a realistic opportunity to see the role.

IN PRACTICE

The advert nobody sees

THE ADVERT

A clear remote HR vacancy is published only on the organisation’s careers page.

THE RESULT

After two weeks, six people have applied. Most already knew the organisation.

THE PROBLEM

Publication was treated as if it guaranteed reach.

WHAT GOOD LOOKS LIKE

Keep the advert open to everyone and add channels used by the candidates the organisation needs to reach.

ADVERTISING AND SOURCING

Two ways to create a candidate pool

ADVERTISING

- The organisation publishes an opportunity and enables interested candidates to apply.
- It depends on the chosen channels and on candidates finding the vacancy.

SOURCING

- The organisation actively identifies suitable people, communities or networks and brings the opportunity to their attention.
- Selection still follows the same published process.

WHERE CANDIDATES MAY LOOK

Four types of channel

GENERAL JOB PLATFORMS

Broad reach among people actively searching.

SPECIALIST PLATFORMS

A focused audience linked to a profession, sector or type of work.

PROFESSIONAL NETWORKS

Access through trusted organisations, associations and communities.

EMPLOYER-OWNED CHANNELS

Careers pages, mailing lists and social media mainly reach people who already know the employer.

THE CANDIDATE'S ROUTE

Four questions before choosing a channel

WHO COULD DO THE WORK?

Include people using another job title or coming from another sector.

WHERE WOULD THEY LOOK?

Consider the platforms, networks and search terms they are likely to use.

WHICH SOURCES DO THEY TRUST?

Identify relevant professional, training and community organisations.

WHO DO USUAL CHANNELS MISS?

Name the groups that repeatedly remain outside the candidate pool.

A CHANNEL MIX WITH A PURPOSE

Different routes reach different audiences

Choose each channel for a reason:

- BROAD VISIBILITY · A general platform makes the vacancy widely available.
- ROLE-SPECIFIC REACH · A specialist source reaches relevant experience.
- TRUSTED ACCESS · A community or professional network reaches people outside the employer’s usual audience.



DIGITAL REACH IS NOT AUTOMATICALLY NEUTRAL

Online visibility depends on choices

PLATFORM

Different sites and networks attract different users.

AUDIENCE SETTINGS

Paid targeting may restrict who receives the advert.

SEARCH LANGUAGE

Candidates may use different job titles or search terms from the employer.

RECOMMENDATIONS

Platform systems decide which opportunities appear to which users.

Language changes who imagines herself applying.

Candidates read the requirements and the signals about who belongs, which working style is valued and whether different experiences are welcome.

DESCRIBE EVIDENCE, NOT PERSONALITY

From labels to observable behaviour

⚠ INSTEAD OF

- Natural leader
- Confident communicator
- Dynamic and energetic
- Perfect cultural fit

WRITE

- Has coordinated work and supported colleagues
- Can explain decisions clearly in writing and online
- Can organise changing priorities and meet deadlines
- Can work within the stated values and practices

WORDING THAT QUIETLY NARROWS THE POOL

Four familiar examples

“RECENT GRADUATE”

Suggests a preferred age or career stage.

“NATIVE SPEAKER”

Describes background when the role needs a stated language level.

“MUST FIT OUR CULTURE”

Rewards similarity without explaining the behaviour required.

“ALWAYS AVAILABLE”

Discourages people with caring responsibilities when only defined hours are needed.

REWRITE THE ADVERT

Replace signals with useful information

⚠ INSTEAD OF

- Young and dynamic team
- Native English speaker
- Must fit our fast-paced culture
- Flexible working available

WRITE

- The team works across career stages and locations
- Can use English at the level required for the tasks
- Can organise priorities when deadlines change
- The role offers the hours, location and flexibility stated below

MAKE THE REAL OFFER VISIBLE

Information candidates need

WORKING ARRANGEMENT

Permitted location, schedule, attendance and travel.

FLEXIBILITY

Actual options such as part-time hours, flexitime or compressed hours.

PAY AND BENEFITS

The salary range and the benefits available with the role.

ACCESS TO THE PROCESS

How to request adjustments and what happens after applying.

DELIBERATE OUTREACH

Reach under-represented candidates

BEGIN WITH EVIDENCE

Identify which groups are missing or face barriers in this role or sector.

CHOOSE RELEVANT ROUTES

Use specialist platforms, networks, community organisations and trusted partners.

KEEP THE OPPORTUNITY OPEN

Outreach expands who hears about the vacancy.

KEEP SELECTION FAIR

Use the same relevant criteria and transparent process for every candidate.

TARGETED OUTREACH ADDS ACCESS

Three distinct decisions

Keep the roles separate:

- GENERAL ADVERTISING · Keeps the vacancy open to the wider labour market.
- TARGETED OUTREACH · Brings the same vacancy to people the usual channels miss.
- FAIR SELECTION · Uses the published criteria. Check national rules before using protected characteristics.



REFERRALS CAN REPEAT THE EXISTING NETWORK

Change the request, not the selection process

⚠ OPEN REQUEST

- “Please share this vacancy with someone suitable.”
- This can reproduce the same backgrounds and professional histories.

DELIBERATE REQUEST

- “Please share this vacancy beyond your usual contacts and with relevant networks we do not normally reach.”
- Everyone follows the published process.

OUTREACH BEYOND ONE VACANCY

Visibility and trust take time

SHORT-TERM OUTREACH

- Share a current vacancy through additional trusted channels.
- Useful for improving the reach of one campaign.

LONG-TERM OUTREACH

- Build relationships with training providers, professional networks and community organisations before a vacancy opens.
- Useful for creating sustainable routes into the organisation.

EMPLOYER BRAND WITHOUT AN OFFICE VISIT

Every contact creates an impression

CAREERS PAGE AND ADVERT

What the organisation offers, expects and values.

REMOTE WORK INFORMATION

How location, communication, equipment and development work in practice.

APPLICATION EXPERIENCE

Whether communication is clear, accessible and delivered when promised.

PUBLIC REPUTATION

What current and former employees say about the organisation.

EVIDENCE IS STRONGER THAN SLOGANS

Show what candidates can verify

⚠ INSTEAD OF

- “We value diversity.”
- “We support work-life balance.”
- “We have a flexible remote culture.”

SHOW

- Actions that widen access and participation
- The hours, leave, support and flexibility available
- How remote staff communicate, receive equipment and access development

Tools you will see used

Job description and advert template

Two-page template for revising the advert and saving the final Recruitment Pack version.

NOW IT IS YOUR TURN

Mark up the advert

Review the supplied remote vacancy using tracked changes.

Correct narrow channel choices, discouraging language, vague employer claims and missing routes to under-represented candidates. Recommend a channel mix and explain the purpose of each route.

THIS FEEDS INTO

The revised vacancy advert in your assessed Recruitment Pack.

HOW YOUR TUTOR USES IT

Read by your tutor, no mark · If something is missing, your tutor names it and you revise that part

LESSON 4.2 COMPLETE

Before you move on

- Choose channels from the candidate's route to the vacancy.
- Combine advertising with active sourcing when the usual reach is too narrow.
- Replace coded or vague language with relevant, observable requirements.
- Use deliberate outreach to widen access while keeping selection fair.
- Support employer-brand claims with real working conditions and practices.

Next: complete Mark up the advert, then take knowledge check 4.2.

EMPOWERING WOMEN FOR DIGITAL & REMOTE HR CAREERS

Lesson 4.2 complete

Mark up the advert · Knowledge check 4.2

mountains of research

ELN MTÜ European Learning Network

egeria desarrollo social

UNIVERSITÄT PADERBORN

Co-funded by the European Union

Erasmus+ 2025-1-PT01-KA220-VET-000365831

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Education and Culture Executive Agency (EACEA). Neither the European Union nor EACEA can be held responsible for them.

CC BY-SA 4.0