

To: The Scrutiny Committee

Date: 4th February 2014

Report of: Head of HR & Facilities

Title of Report: Absence and Recruitment Data

Summary and Recommendations

Purpose of report: To provide some headline analysis of BME applicants at shortlisting and appointment stages in order to better understand the employment prospects of individuals from BME groups and inform further positive action

Scrutiny Lead Member:

Executive Lead Member:

Recommendation(s) or major points for consideration:

- 1) To note the performance indicator data (BV017a), the recruitment analysis and the actions taken / recommended to be taken

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List of background papers:

Version number: V1

Introduction

- 1 The Scrutiny Committee have selected a group of performance indicators from the Council's corporate and service sets which they consider quarterly and this includes BV017a – the percentage of black and ethnic minority employees in the workforce. This report will outline key findings from the analysis of recent recruitment campaigns.

Percentage of black and minority ethnic (BME) employees

- 2 Table 1 (overleaf) shows the workforce profile for the last quarter ending 31/12/2013 and includes the percentage of BME employees – approximately 7% of the workforce.
- 3 This is an increasing figure (18 months ago it was closer to 5.5%) but still low in comparison with the wider community (2011 census figures show BME communities in Oxford at 22%, 14% from white non-British and 28% overall born outside the UK). Unemployment stands at roughly 5.7%, with 30% of those unemployed coming from BME communities (an 8% unemployment rate from 14, 542 economically active, compared with a 4% rate for white British from 60,821), however we are progressing and embedding a number of initiatives which are having a positive impact in the employment areas we can directly influence and previously reported on these to Scrutiny in December 2013.
- 4 Table 2 (overleaf) shows a breakdown of the last 40 recruitment campaigns. It highlights:
 - the percentage of BME applicants
 - the percentage on shortlists
 - final appointments per campaign
- 5 Analysis showed that whilst there are an increasing number of applicants from BME candidates, the proportion of applicants progressing to the shortlisting and therefore appointment stages is proportionally lower. Further analysis of three different campaigns revealed some possible common reasons for the lack of progress at both stages.
- 6 We analysed three distinctive roles in depth: Assistant Estimator/ Quantity Surveyor, Community Development Officer, and an Apprentice Administration Assistant role from the autumn of 2013 as a comparator. All roles were chosen due to the under representation of BME staff in these areas. All application forms were re-read and verbal feedback from recruiting/ interviewing managers noted. Key positive points to emerge were as follows:
 - BME applicants were generally qualified to at least degree level across a variety of relevant and directly related subjects, particularly for the

Assistant Estimator role, where the top two scoring candidates were BME and 3 / 4 of the final shortlist (after withdrawals) were BME

- BME applicants see the Council as a reliable and socially responsible employer and a high % of applications were being made as a first step in these areas after study and where there have been gaps post qualification filled with non-specific roles, underemployment in comparison to academic qualifications, or simply moving away from areas currently at risk of job and funding cuts (specifically Primary Care Trust, Culture or Police sectors for the Community Development role)
- A BME candidate was successfully appointed to the Community Development role following non-traditional local advertising of the role through Leys News which elicited a high response rate from BME candidates

7 The key gaps for successful shortlisting / appointment were:

- Some BME applicants for the Community Development role provided examples that were contained too narrowly within small communities and did not expand them more broadly to show how wider effective engagement could happen
- Practical competency tests for the Assistant Estimator role revealed a huge gap in basic abilities to measure off drawings and other key skills/ primary functions fundamental to undertaking the role and could not have been anticipated based on the strength of the written applications
- Some evident lack of literacy and understanding how to put together a supporting statement (see anonymised excerpts in Appendix 1), although this is not restricted to BME applicants, was a trend also seen in the Apprentice Administrative Assistant role
- Not addressing the criteria outlined in the job description and using non-relevant examples (again, this is a generic issue across all applicants)

8 Other observations:

- Need to direct applicants to the website and develop examples of what a good application looks like/ what we want from the role
- Need to ensure that job descriptions are written in plain English and describe what the roles actually are and need to minimise scattergun applications
- To explore allowing recruiting managers more flexibility in arranging interview dates so that good candidates are not lost in competitive market environments
- Continue to explore where and how we advertise jobs and consider more creative recruitment campaigns
- Tackle how to reverse the significant lack of BME applicants for unskilled manual and skilled trades vacancies

9 We are continuing to implement and embed positive steps and significant work has been done to anonymise application forms,

simplify job descriptions (typically reducing the number of criteria), and encouraging applicants to speak directly with the recruiting manager prior to making an application.

Table 1 – Workforce profile

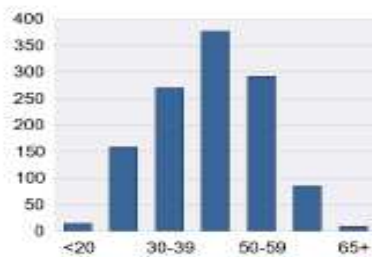
Gender	Count	Percentage
Female	414	34.33 %
Male	792	65.67 %
Total	1,206	



Ethnicity	Count	Percentage
BME	84	6.97 %
White	1,122	93.03 %
Sum:	1,206	



Age (Years)	Count	Percentage
<20	14	1.16 %
20-29	159	13.18 %
30-39	270	22.39 %
40-49	377	31.26 %
50-59	292	24.21 %
60-65	85	7.05 %
65+	9	0.75 %
Total	1,206	



Disability	Count	Percentage
Declined to specify	2	0.17 %
Disabled	110	9.12 %
Not disabled	1,079	89.47 %
Not Stated	15	1.24 %
Total	1,206	

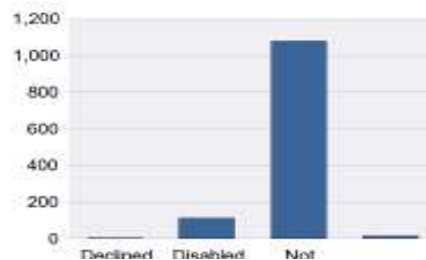


Table 2 – Recruitment statistics

Requisition	Stage	BME	Percentage	White	Percentage
Assistant Estimator / Quantity Surveyor (000280)	Applied	7	50.00%	7	50.00%
Assistant Estimator / Quantity Surveyor (000280)	Shortlisted	3	50.00%	3	50.00%
Assistant Stores Buyer (Internal Candidates Only) (000263)	Applied			1	100.00%
Assistant Stores Buyer (Internal Candidates Only) (000263)	Shortlisted			1	100.00%
Assistant Stores Buyer (Internal Candidates Only) (000263)	Appointed			1	100.00%
Building Control Surveyor (000249)	Applied	1	20.00%	4	80.00%
Building Control Surveyor (000249)	Shortlisted			2	100.00%
Building Control Surveyor (000249)	Appointed			1	100.00%
Building Control Surveyor (000268)	Applied			4	100.00%
Building Control Surveyor (000268)	Shortlisted			3	100.00%
Community Development Officer (000284)	Applied	12	44.44%	15	55.56%
Community Development Officer (000284)	Shortlisted	2	33.33%	4	66.67%
Customer & Member Services Officer (Internal Candidates Only) (000260)	Applied	1	50.00%	1	50.00%
Customer & Member Services Officer (Internal Candidates Only) (000260)	Shortlisted			1	100.00%
Customer & Member Services Officer (Internal Candidates Only) (000260)	Appointed			1	100.00%
Driver/Delivery & Clearance Worker (000271)	Applied	4	12.50%	28	87.50%
Driver/Delivery & Clearance Worker (000271)	Shortlisted			7	100.00%
Driver/Delivery & Clearance Worker (000271)	Appointed			1	100.00%
Electrical Surveyor (000252)	Applied			1	100.00%

100

Glazier (Internal Candidates Only) (000261)	Applied			2	100.00%
Glazier (Internal Candidates Only) (000261)	Appointed			1	100.00%
Housing Needs Assistant (000278)	Applied	2	12.50%	14	87.50%
Housing Right to Buy Administrator (Internal Candidates Only) (000283)	Applied	1	50.00%	1	50.00%
Housing Right to Buy Administrator (Internal Candidates Only) (000283)	Shortlisted			1	100.00%
Housing Right to Buy Administrator (Internal Candidates Only) (000283)	Appointed			1	100.00%
Invoice Administrator (Internal Candidates Only) (000282)	Applied	2	40.00%	3	60.00%
Invoice Administrator (Internal Candidates Only) (000282)	Shortlisted	2	40.00%	3	60.00%
Lawyer (000266)	Applied			3	100.00%
Lawyer (000266)	Shortlisted			3	100.00%
Lawyer (000266)	Appointed			1	100.00%
Management Accounting Manager (000285)	Applied	4	30.77%	9	69.23%
Options Officer (Private Rented) (000279)	Applied	9	47.37%	10	52.63%
Options Officer (Private Rented) (000279)	Shortlisted	1	16.67%	5	83.33%
Options Officer (Private Rented) (000279)	Appointed	1	100.00%		
Parking Admin and Customer Relations Officer (000277)	Applied			1	100.00%
Parking Admin and Customer Relations Officer (000277)	Shortlisted			1	100.00%
Parking Admin and Customer Relations Officer (000277)	Appointed			1	100.00%
Part Time Payments and Income Officer (000258)	Applied	4	18.18%	18	81.82%
Part Time Payments and Income Officer (000258)	Shortlisted	1	11.11%	8	88.89%
Pest Control Surveyor (000259)	Applied			3	100.00%
Pest Control Surveyor (000259)	Shortlisted			3	100.00%

Pest Control Surveyor (000259)	Appointed			1	100.00%
Policy Officer (Secondment opportunity available) (000281)	Applied	2	22.22%	7	77.78%
Policy Officer (Secondment opportunity available) (000281)	Shortlisted	2	25.00%	6	75.00%
Refuse and Recycling Driver/Loader (000274)	Applied			11	100.00%
Refuse and Recycling Driver/Loader (000274)	Shortlisted			4	100.00%
Refuse and Recycling Driver/Loader (000274)	Appointed			1	100.00%
Refuse and Recycling Driver/Loader (LGV) (Internal Candidates Only) (000290)	Applied			2	100.00%
Refuse and Recycling Driver/Loader (LGV) (Internal Candidates Only) (000290)	Shortlisted			1	100.00%
Refuse and Recycling Loader (Internal Candidates Only) (000272)	Applied			8	100.00%
Refuse and Recycling Loader (Internal Candidates Only) (000272)	Shortlisted			4	100.00%
Refuse and Recycling Loader (Internal Candidates Only) (000272)	Appointed			1	100.00%
Revenues Team Leader - Inspection & Recovery (000287)	Applied	1	25.00%	3	75.00%
Senior Benefits Officer (000270)	Applied			5	100.00%
Senior Benefits Officer (000270)	Shortlisted			3	100.00%
Senior Building Control Surveyor (000248)	Applied	1	25.00%	3	75.00%
Senior Building Control Surveyor (000248)	Shortlisted			2	100.00%
Senior Building Control Surveyor (000248)	Appointed			1	100.00%
Service Manager - ICT Delivery (000273)	Applied	1	16.67%	5	83.33%
Service Manager - ICT Delivery (000273)	Shortlisted	1	25.00%	3	75.00%
Service Support Officer (Stores) (000275)	Applied	4	33.33%	8	66.67%
Service Support Officer (Stores) (000275)	Shortlisted	3	75.00%	1	25.00%
Service Support Officer (Stores) (Internal Candidates Only) (000255)	Applied	2	40.00%	3	60.00%

Service Support Officer (Stores) (Internal Candidates Only) (000255)	Shortlisted	1	50.00%	1	50.00%
Service Support Officer (Voids) (000276)	Applied	3	23.08%	10	76.92%
Service Support Officer (Voids) (000276)	Shortlisted	2	18.18%	9	81.82%
Service Support Officer (Voids) (000276)	Appointed			1	100.00%
Service Support Officer (Voids) (Internal Candidates Only) (000257)	Applied	2	40.00%	3	60.00%
Service Support Officer (Voids) (Internal Candidates Only) (000257)	Shortlisted	2	40.00%	3	60.00%
Streetscene Supervisor (Internal Candidates Only) (000256)	Applied			11	100.00%
Streetscene Supervisor (Internal Candidates Only) (000256)	Shortlisted			9	100.00%
Technical Officer (Part-Time) (000253)	Applied	2	33.33%	4	66.67%
Transport Workshop Manager (000254)	Applied			10	100.00%
Transport Workshop Manager (000254)	Shortlisted			5	100.00%
Transport Workshop Manager (000254)	Appointed			1	100.00%
Vehicle Technician (000250)	Applied			7	100.00%
Vehicle Technician (000250)	Shortlisted			4	100.00%
Vehicle Technician (000250)	Appointed			1	100.00%
Vehicle Technician (000289)	Applied			9	100.00%
Workshop Assistant (Internal Candidates Only) (000262)	Applied			1	100.00%
Workshop Assistant (Internal Candidates Only) (000262)	Appointed			1	100.00%
Youth Ambition - Activator (Internal Candidates Only) (000265)	Applied			4	100.00%
Youth Ambition - Activator (Internal Candidates Only) (000265)	Shortlisted			3	100.00%
	Totals	86		358	

Appendix 1: Examples of where application statements fall short

- “though i have no relevant experience in surveying but am willing to learn, but have personal experience as my father is a property developer and manages properties to let, so over years gained some of knowledge of pd rights dealing with council members also learned alot about construction. trying to stick with current rules and regulations of the council.”
- “first of all, i am a willing worker with leading quality becasue i was team leader during my university projects and during working in Rafi Peer, where i had direct dealings with customers, managing customer base and retaintion. i have both Marketing and Financial qualities. furthermore i would like to work oxford city council because i can do best for it. Thanks”