General
Medical
Council

Agenda item:	**5**
Report title:	**Human Resources Report 2015**
Report by:	**Andrew Bratt, Assistant Director – Human Resources, Resources and Quality Assurance,** abratt@gmc-uk.org, 0161 925 6215
Considered by:	**Performance and Resources Board**
Action:	**To consider**

Executive summary

The annual report on Human Resources issues at the GMC.

Recommendations

Council is asked to consider:

a The annual report on Human Resources issues relating to the GMC as an employer.

b The diversity report for 2015.

c The analysis of the recruitment process in relation to ethnicity.

Working with doctors Working for patients

Human Resources Report 2015

1   Our Human Resources (HR) policies, procedures and infrastructure exist to ensure that we recruit, retain and develop a diverse, talented and committed workforce while meeting our statutory obligations as an employer. The main trends within our monitoring data continue to show a stable organisation and the patterns within the annexes show very little deviation from those reported in the last two years.

2   We report annually to Council on Human Resources issues covering a range of workforce data. The 2015 Report is at Annex A along with a detailed commentary. This annex shows turnover and absence levels at reasonable levels and these compare favourably with external benchmarks and our HR processes operate well. Overall our monitoring in areas such as probationary reviews, absence and turnover, combined with a very positive staff survey suggest that we enjoyed good employee relations during 2015.

3   Integral to this work is our monitoring and analysis of our data on equality and diversity (E&D), which is set out in Annex B. The GMC's workforce profile has not changed significantly in recent years although we have seen a steady increase in representation of women in management roles. Pay rates by grade are reasonably well aligned by gender and ethnicity and are we continue to keep under review.

4   We have also taken a more detailed look at the various stages of our selection process and the comparative performance of black and minority ethnic (BME) and non-BME candidates, at Annex C. Overall the make-up of our workforce in terms of ethnicity has been very stable in recent years. While we have seen a small increase in the number of BME candidates offered GMC roles (15%) they continue to make up just over a quarter of our applicants. We have tracked candidates through a number of campaigns and not identified any individual element of our processes that explain this pattern. We have however identified a number of areas to review further. These include extending the advice and guidance with give to candidates. We also plan to use our proposed recruitment programme in Manchester to pilot some adjustments to our selection processes and assess any impact.

M5 – Human Resources Report 2015

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M5 – Annex A

HR Monitoring - Overview

Recruitment and retention

1   Recruitment activity decreased in 2015, resulting in 220 appointments being made (257 in 2014). The diversity monitoring aspects of the process are set out in Annex B.

2   We use a range of media for advertising, including social networks and specialist websites and use open evenings to market opportunities for some roles. Our own website plays an increasingly important role and candidates can register for vacancy updates.

3   Our recruitment process is based around a competency based application form, anonymised shortlisting, and then a range of assessment options tailored to suit individual job groups. These include competency based interviews, group exercises and ability testing. For senior roles we retain the services of agencies, appointments up to and including Assistant Director level are typically managed in-house.

4   Our recruitment processes are all on-line and helps us to run a process that averages six weeks from when an advert goes live, through the selection process to the offer stage.

5   All employees are covered by an induction process and complete a probationary period. The number of staff who have this period extended or their employment remains very low. Only three employees have failed their probation in the last four years.

6   Our overall retention levels remain in line with appropriate external benchmarks, however we have started to see an increase in turnover in line with external trends. A quarter of turnover occurs in the first year of appointment, this is not unusual but is an area that is kept under review as it drives further recruitment costs.

7   Our average tenure is 4.92 years, which reflects the high number of new joiners in recent years.

Recruitment

1   Diversity Strand Summary

2   Further analysis relating to black and minority ethnic (BME) applicants is set out in Annex C

Diversity	Applications		1st Interview		2nd Interview		Offer	
BME	1181	28.01%	320	21.38%	54	18.75%	38	15.08%
Non BME	3007	71.32%	1165	77.82%	231	80.21%	211	83.73%
Female	2407	57.09%	892	59.59%	173	60.07%	156	61.90%
Male	1756	41.65%	589	39.35%	111	38.54%	93	36.90%
Disabled	280	6.64%	95	6.35%	21	7.29%	17	6.75%

3   Internal Recruitment

	2014	2015
Temporary Transfers*	99	74
Promotions	65	85

The numbers reported above for Temporary Transfers and Promotions are based on when the staff member started the post (not when they were appointed).

* Temporary Transfers includes temporary transfers at the same grade, and temporary promotions.

4 Recruitment timescale

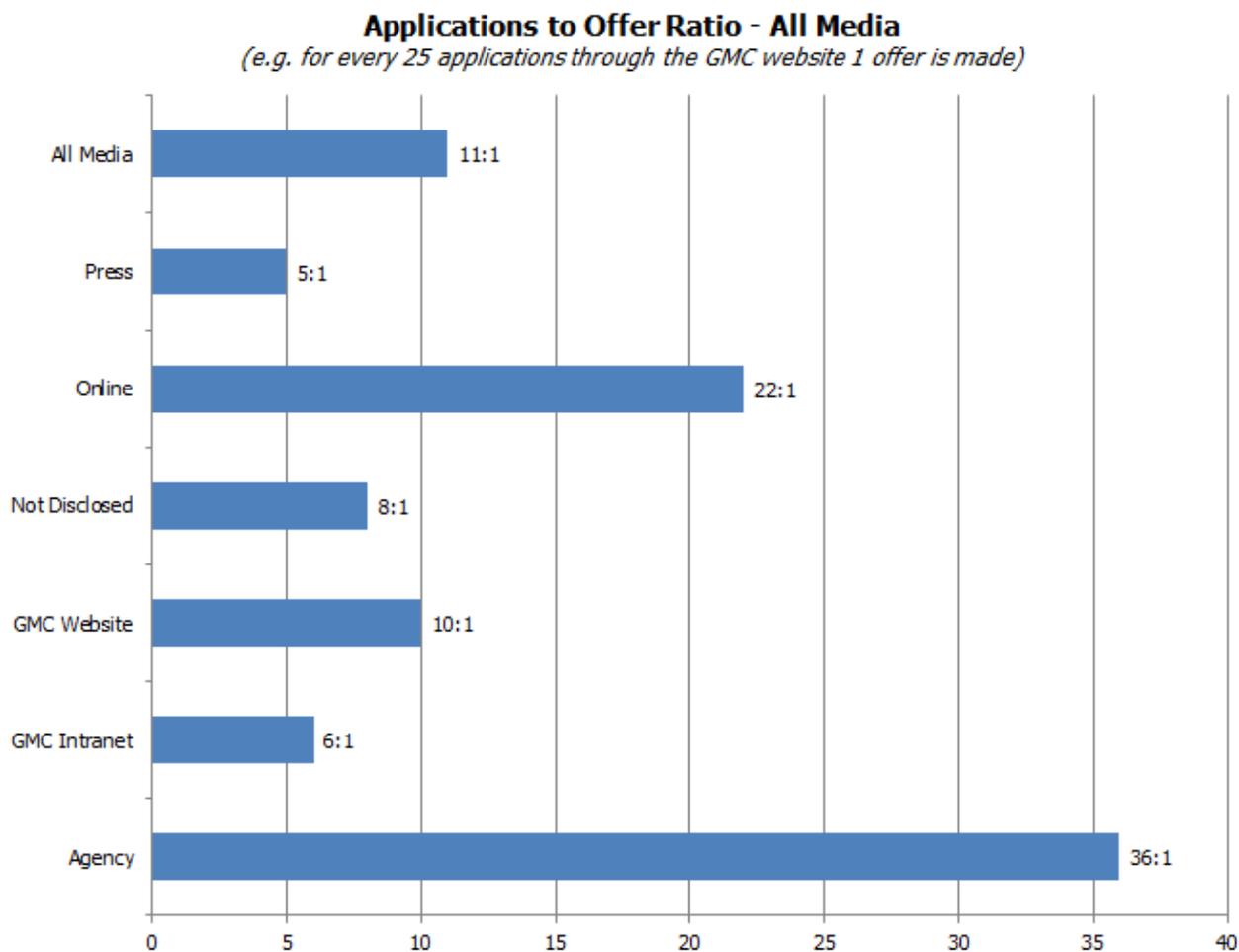**2014-2015 Recruitment Timescales (in Weeks)**
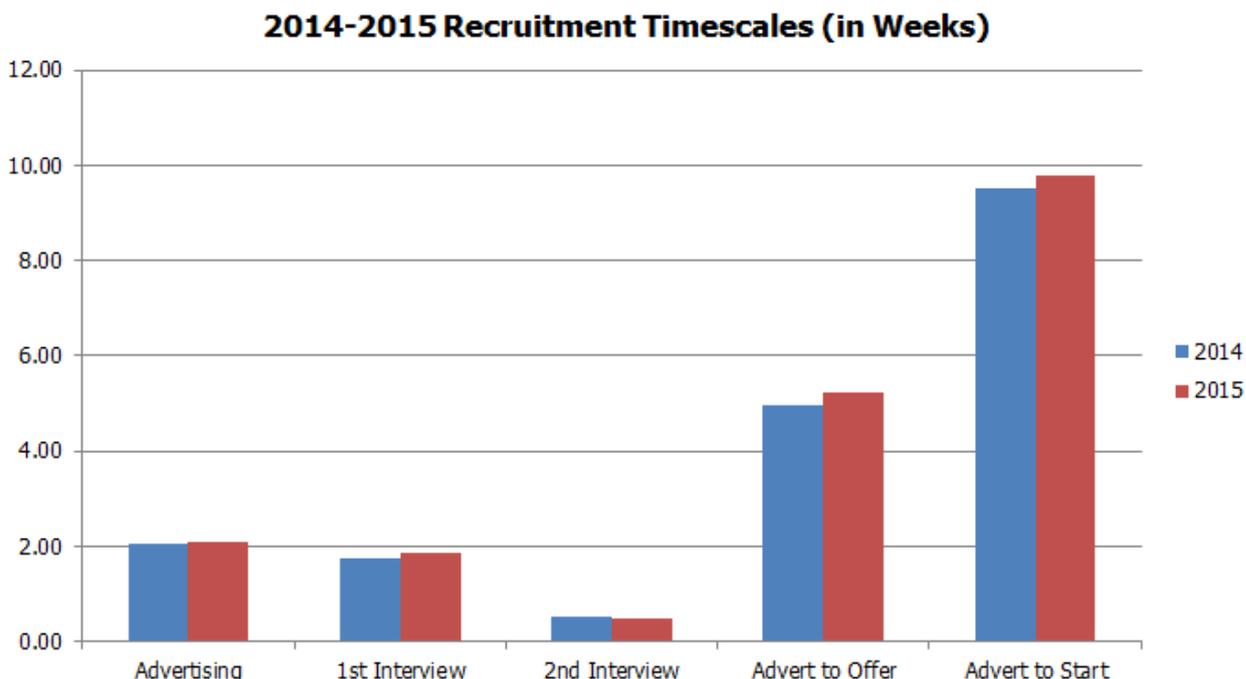
- The average advert to offer timescale increased slightly between 2014 and 2015, however average advert to offer timescale still remains under 6 weeks.

5 Cost per hire and new starters

Cost per hire & New starters
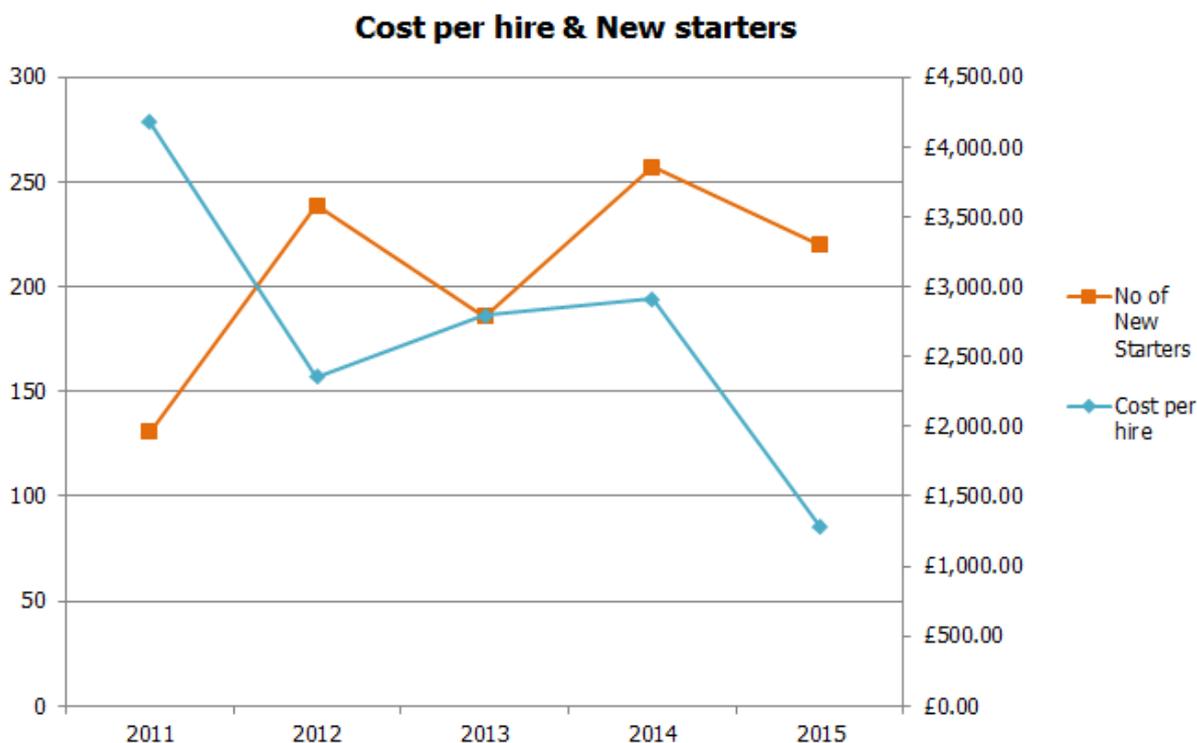
- Significant savings were made in 2015 through the appointment of a new advertising agency.

6   Application source analysis

Applications to Offer Ratio - All Media
(e.g. for every 25 applications through the GMC website 1 offer is made)

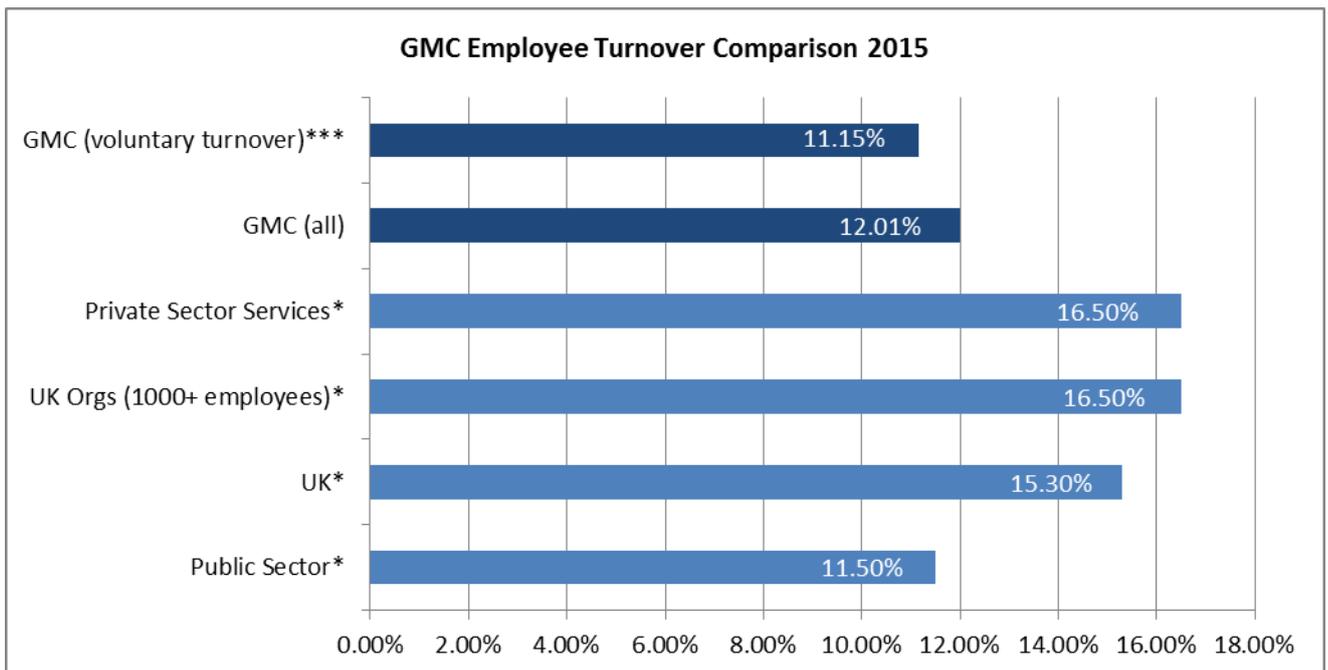| Source	Ratio
All Media	11:1
Press	5:1
Online	22:1
Not Disclosed	8:1
GMC Website	10:1
GMC Intranet	6:1
Agency	36:1

7   Probation analysis

The number of probation periods extended or not confirmed across the organisation during the period 2012 – 2015 is very low.

	2012	2013	2014	2015
Number of probationary periods extended	6	5	11	6
Number of probationary periods not confirmed	1	0	0	2

8   Turnover comparison with other sector averages

GMC Employee Turnover Comparison 2015

Category	Value
GMC (voluntary turnover)***	11.15%
GMC (all)	12.01%
Private Sector Services*	16.50%
UK Orgs (1000+ employees)*	16.50%
UK*	15.30%
Public Sector*	11.50%

*Labour turnover rates: 2015 XpertHR Survey

*** Voluntary turnover includes Resignation, Voluntary Redundancy, and Normal Retirement. Total Turnover includes Compulsory Redundancy, Fixed Term Contracts and Dismissal.

Pay and Benefits

9   Our performance management system was reviewed in 2013 and all elements are now on-line. We streamlined some aspects of the process at the mid-year review stage and are now in the processes of completing the quality assurance stage of the current cycle.

10   The system has operated well with completion rates for all of the relevant stages close to 100%.

11   Our 2015 pay award was implemented in April. Our system does not have incremental progression and individual pay awards have core and performance related elements. In 2014 employees saw pay increases range from 0 to 5%. Employees in the middle section of their pay band who were assessed as 'successful' received a 2% pay award. Additional measures to support lower paid staff were also implemented, with employees earning under £26,000 per year receiving an additional £300 non-consolidated payment and the base of our pay bands rising by 1%.

12   Our pay system is currently based on 6 pay bands below director level. This has provided a simple and transparent pay system. In the final quarter of 2015 but there are some we tested a range of current roles against the external market. This suggested that in a number of cases we are slipping away from the relevant market

rate. For five key jobs our pay levels were below the lower quartile. While our overall package, including benefits, training and pension remains good we need to be mindful of our position in a potentially more competitive labour market.

Pensions Strategy

13 Council has received reports on our long term plans for the Defined Benefit scheme, primarily to manage future risks and cost pressures associated with an open DB scheme. This was closed to new joiners in 2013. In 2015 Council agreed proposals for further reform to address cost pressures and a consultation process on these has commenced.

14 While the DB scheme closed to new members it remains a significant part of the HR team's work. The last year has seen a significant programme of work; we have supported Trustees on a revised investment strategy and met all the relevant statutory requirements related to running the scheme.

15 For new joiners we now have a DC scheme, introduced on 1 July 2013. This is run on our behalf by Aviva who were appointed following a tender exercise. The HR team support the scheme's Management Committee, which include scheme member representation.

16 Part of this process focused on the availability of ethical and Sharia compliant options being available to staff

17 In addition to the GMC's own schemes we also administer the NHS scheme for the staff that transferred from the Postgraduate Medical Education and Training Board (PMETB) and remain members of that scheme. Membership of our schemes is summarised below.

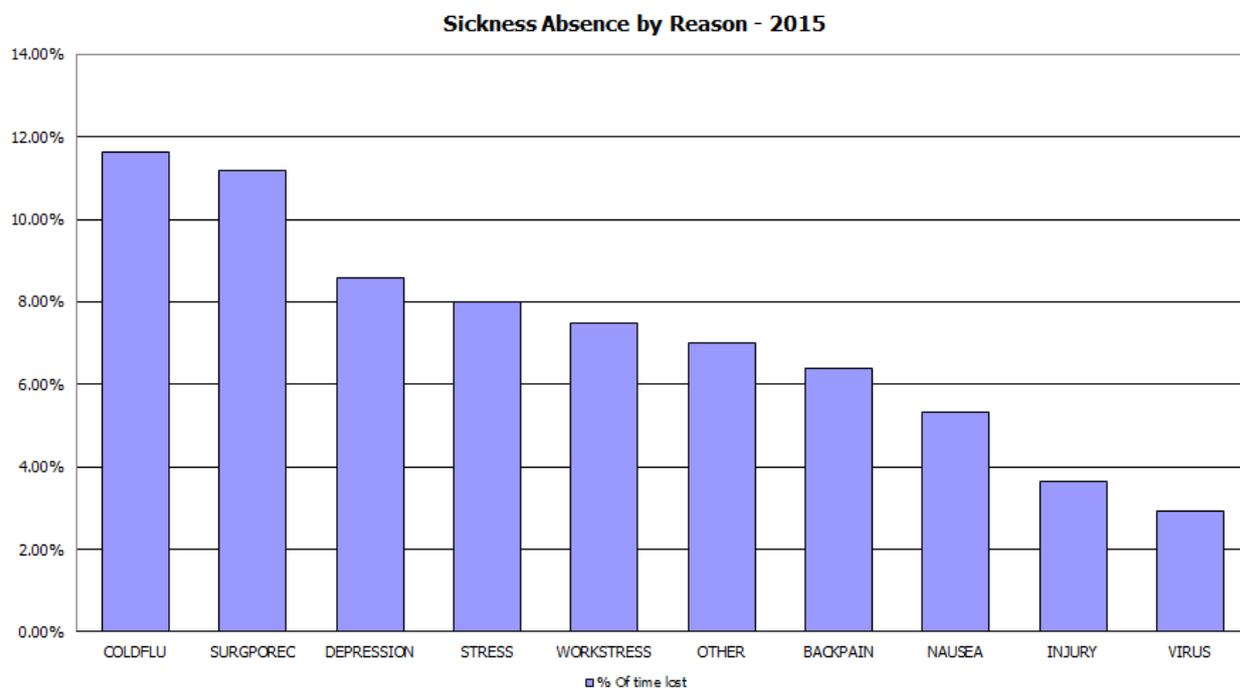**Pension Scheme Membership (as at 31/12/2015)**

- Defined Benefit
- Defined Contribution
- NHS
- Non-Eligible
- Opt Out

640 58%
438 39%
28 3%
2 0%
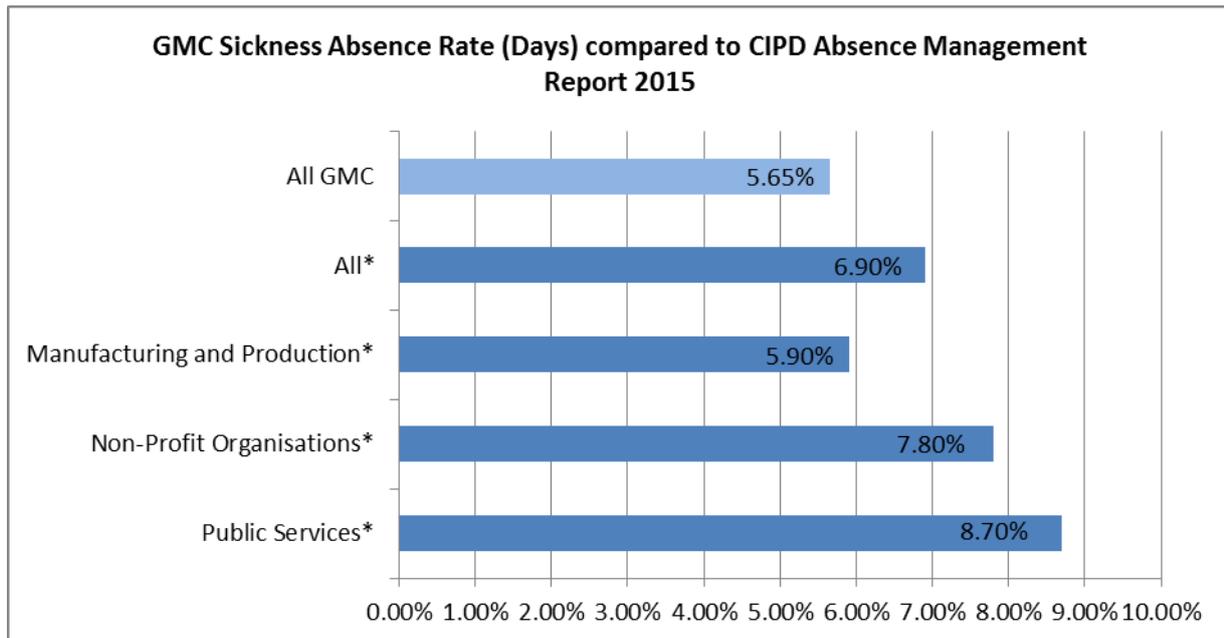5 0%
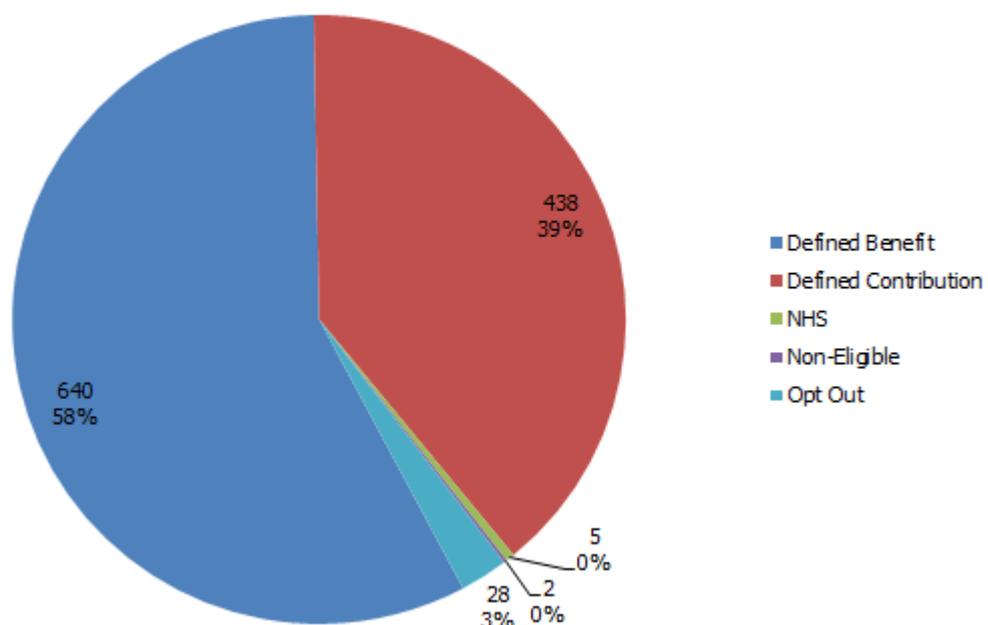
Employment arrangements

18 We keep all our main policies under review to ensure they follow best practice and meet all our legal obligations. These included an update to our policies and guidance on Whistle-blowing, overtime arrangements, shared parental leave and sickness absence. In 2013 we enhanced our monitoring of flexible working requests (see Annex B), which are increasing, and supported the HR aspects of our scheduled home-working programme.

19 Our staff survey in 2015 produced a very positive set of results and we continue to enjoy good employee relations. Our absence levels remain below both private and public sector averages, but did see an increase on 2014. Mental health issues (depression, stress and work-related stress) make up around a quarter of all our stated reason for absences. The causes of absence set out below reflect notional trends.

20 We have also supported a dedicated Wellbeing work-stream following on from the staff survey and as part of our support for managing absence have occupational health advice, health checks for staff and an employee assistance programme.

Employee absence

21 Sickness by Reason

Sickness Absence by Reason - 2015

22 Sickness absence comparison with other sectors

GMC Sickness Absence Rate (Days) compared to CIPD Absence Management Report 2015

| Category	Rate
All GMC	5.65%
All*	6.90%
Manufacturing and Production*	5.90%
Non-Profit Organisations*	7.80%
Public Services*	8.70%

Learning and Development

23   We have a dedicated L&D team which coordinates our training activity across the GMC. Our focus over the last year has been the closer integration of learning and development opportunities with each of the Directorates performance and development needs for example our programme of work on Emotional Resilience and Well-being, 360 feedback and career coaching and tailored skills workshops.

24   Our central team coordinated the delivery of approximately 4,150 training places. In addition there are role specific training programmes supported through our Access to training policy (typically for formal external qualifications).

25   During 2015 a total of 86 staff members took part in formal management development training. This is an area of our work that has been heavily influenced by the staff survey. This included additional guidance on coaching, change management, performance management and supporting resources on practical line management skills.

26   We have also developed our online platform of resources making learning and resources cost effective and more accessible for GMC staff (Skill pill videos, online guidance and toolkits).

27   All our training events are reviewed for participant feedback and satisfaction levels are high.

Health Safety and Welfare

28   Heath, safety and welfare management is handled by procedures within our facilities infrastructure, while our HR policies cover welfare issues. Facilities have systems in

place to meet our statutory obligations to assess risk, ensure safe systems of working, undertake inspections and record any accidents. Our accidents and incidents are recorded on an on-line health and safety management system (OSHENS).

29   Our number of recorded accidents is low. In 2015 we have had 12 accidents; in 2014 the figure was also 12. No accidents on GMC premises needed to be reported to the HSE. During 2015 we also had 6 medical incidents, where a member of staff or visitor become unwell whilst on GMC premises was attended by a first aider. In 2014 the figure was 7.

30   The Resources functions also respond to any adjustment staff might need as a result of a disability.

31   To support our staff we have a range of health related benefits and an employee assistance programme. To support our management of absence and advise on reasonable adjustments we have occupational health advisers.

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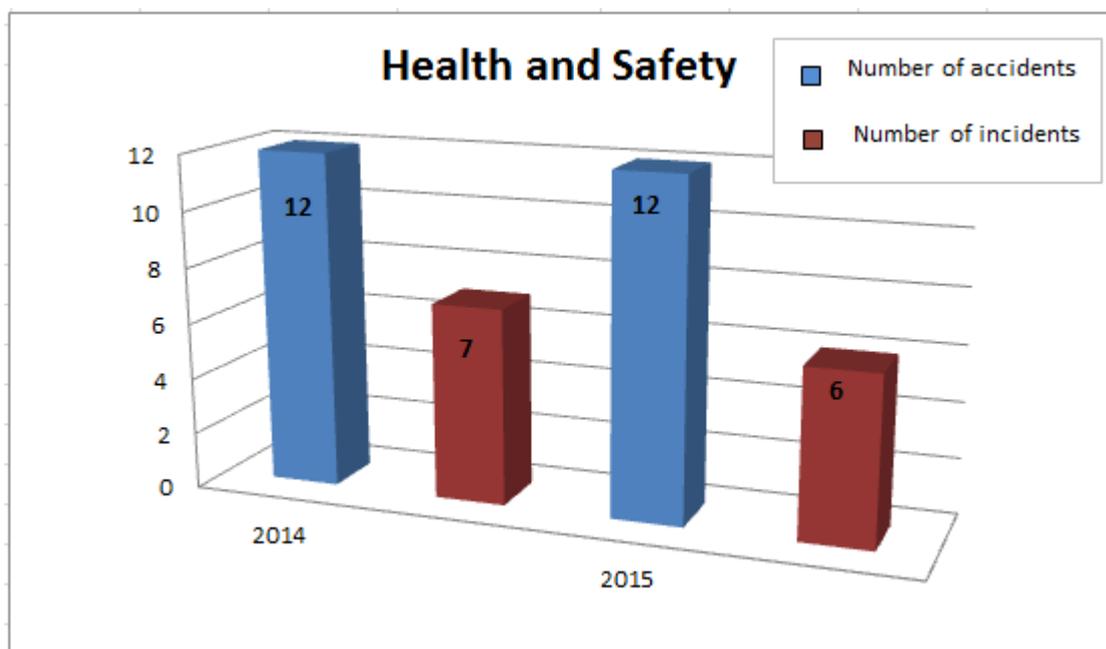
M5 - Annex B

Equality and Diversity

1   Our aim as an employer, set out in our E&D Strategy, is to achieve a diverse workforce at all levels. Our strategy sets out three commitments as a fair employer:

■   We will treat everyone who works for us fairly and with dignity and respect. We will ensure that our employment arrangements support our aspirations.

■   We will work towards being a more diverse workforce at all levels of our organisation. We will consider what this means for developing our staff and their progression, and for how we promote ourselves as an employer in the locations in which we operate.

■   We will continue to collect equality and diversity data on our recruitment processes and on our workforce to inform our work and ensure transparency.

Treating everyone fairly

2   As an employer we want to see balanced trends on pay, promotions and training within our workforce and ensuring that no group is over-represented in any category of employment disputes or issues

3   In addition to recruitment and promotions we monitor the main aspects of our employment arrangements by diversity strand. In some areas, such as grievances, the numbers of staff are small and it is difficult to draw detailed conclusions.

4   Our monitoring of promotions, pay trends over time, valued awards and access to training shows patterns that are balanced and reflect our overall workforce.

A more diverse workforce

5   Our recruitment and promotion practices are central to achieving a more diverse and balanced workforce. This annex sets out detailed information on our 2015 recruitment and promotion patterns. Overall the GMC has seen very little change to its overall workforce profile, but there are some important trends. Female applicants increase their representation as our recruitment process proceeds and we have also seen an increase in the number of women in senior (Assistant Director level and above) posts. While the gender balance at the end of 2015 for this group does not reflect our total workforce (which is 63% female) the percentage of women in senior roles has increased from 18% in 2011 to 36% in 2015.

6   Our support for career development, an expansion of staff numbers and increasing numbers of successful internal candidates has supported progress towards a more balanced senior management profile in terms of gender.

7   On ethnicity we have seen a small increase in the percentage of our applicants who come from a BME background to 28% (27% in 2014). However the overall percentage of offers is 15%, which has slightly increased on previous years (2014 14%). While we have seen a small increase in the percentage of BME staff since 2011, our overall workforce profile in terms of ethnicity remains broadly unchanged, as does the pattern by pay band.

Monitoring and Transparency

8   Our data monitoring and analysis has expanded significantly in recent years and covers all diversity strands. All recruitment campaigns are monitored at each stage.

9   Our staff survey also provides data by each diversity strand and our surveys include a range of diversity related questions. Diversity issues are a standing item at our Staff Forum meetings.

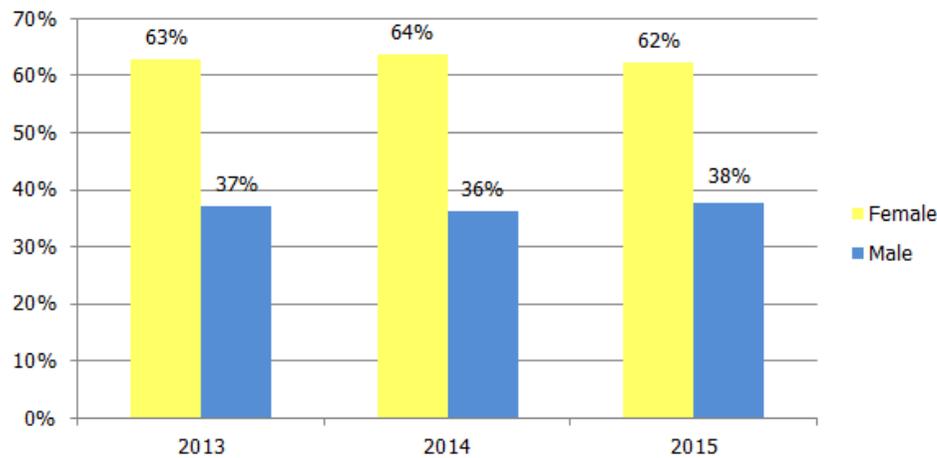# Workforce profile comparison - 2013 to 2015

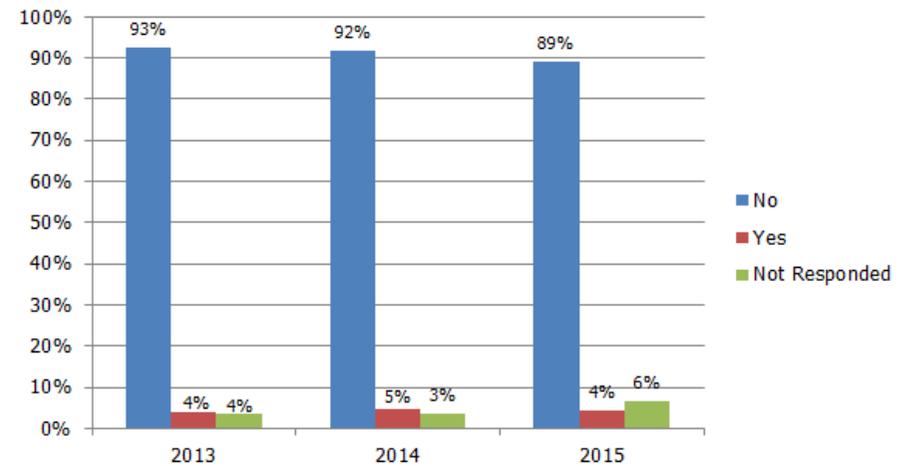GMC Workforce profile - Ethnicity 2013-2015
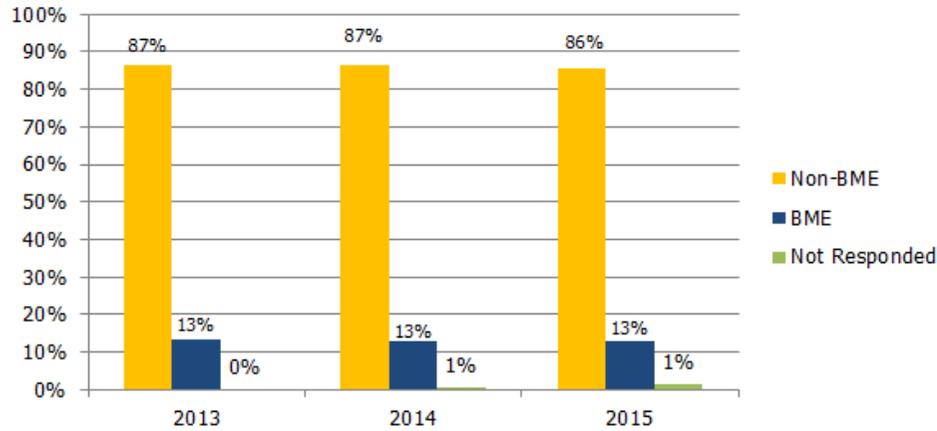
GMC workforce profile - Age
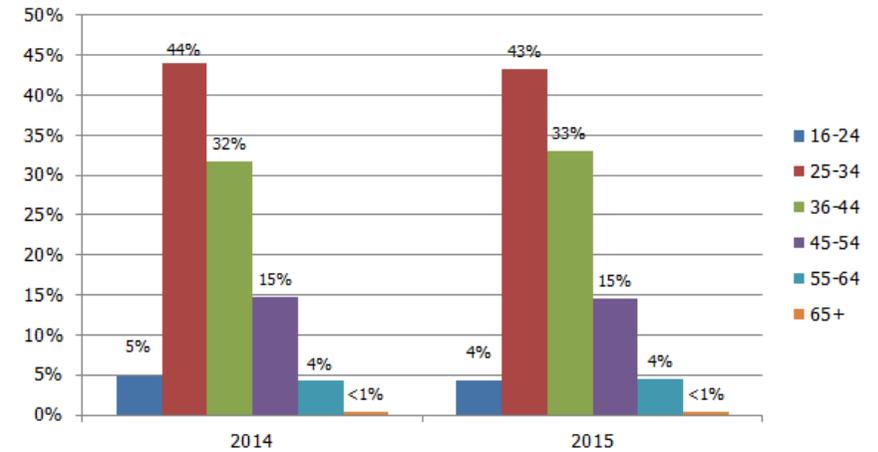
GMC Workforce profile - Gender 2013-2015

GMC Workforce Profile - Disability 2013-2015

Workforce profile by location and comparison with UK

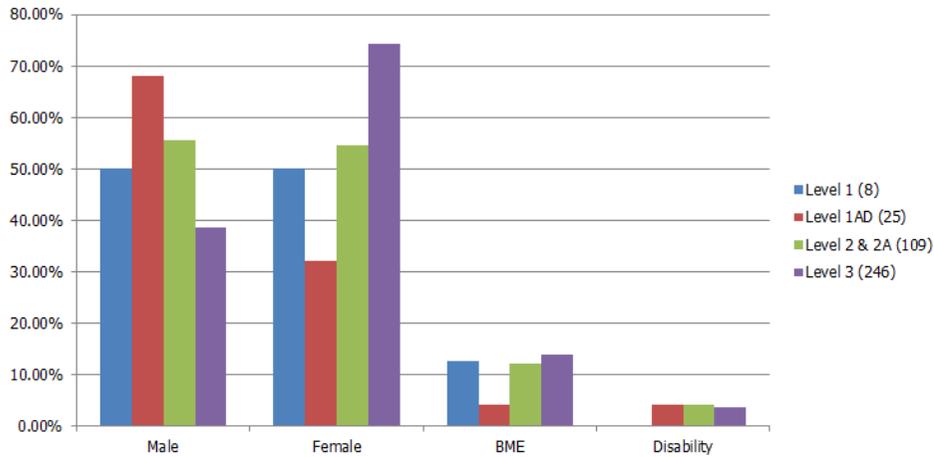|	GMC London	London Population*	GMC Manchester	Manchester Population*	North West Population*	All GMC
Asian	10.39%	18.49%	6.51%	17.09%	6.20%	7.46%
Black	5.73%	13.32%	1.40%	8.64%	1.39%	2.43%
Mixed	5.02%	4.96%	2.30%	4.60%	1.57%	2.96%
Not responded/Other	1.43%	3.44%	1.53%	3.06%	0.63%	1.53%
White	77.42%	59.79%	88.27%	66.61%	90.21%	85.62%
Sources: * 2011 Census (ONS)						

GMC compared to the UK population
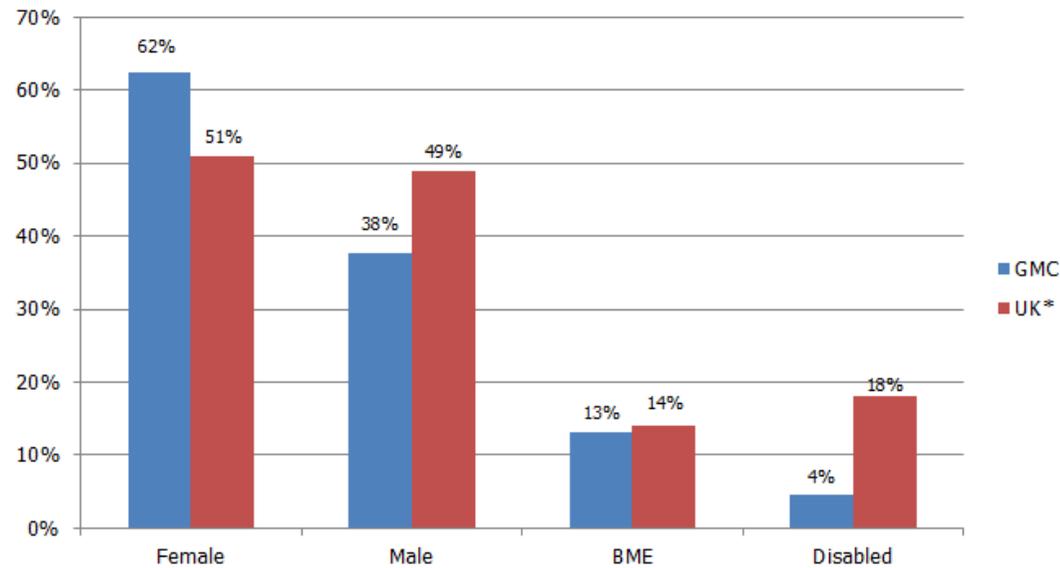
Promotion, Progression & Pay

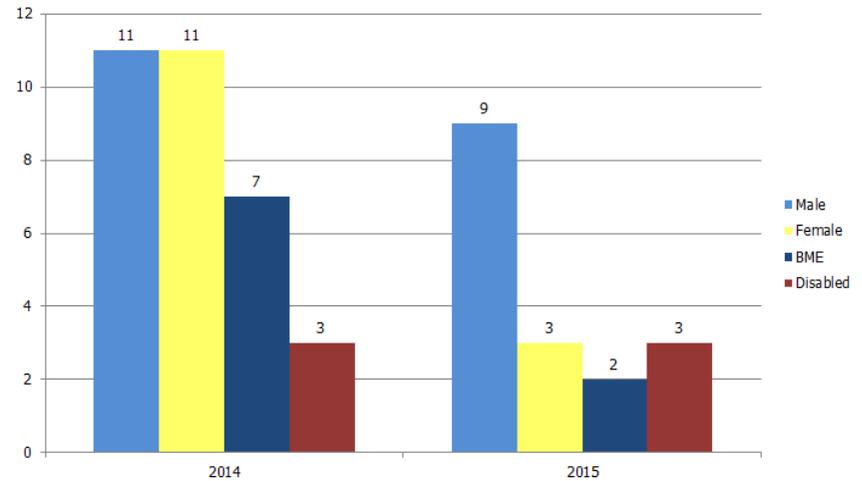## Diversity in management roles at 31 December 2015

Legend:
- Level 1 (8)
- Level 1AD (25)
- Level 2 & 2A (109)
- Level 3 (246)

Promotions by diversity strand
(Number of promotions compared to GMC population)

Legend:
- Male
- Female
- BME
- Disabled

2014: Male 16.49%, Female 15.85%, BME 11.54%, Disabled 8.16%
2015: Male 15.75%, Female 13.40%, BME 15.75%, Disabled 18.00%
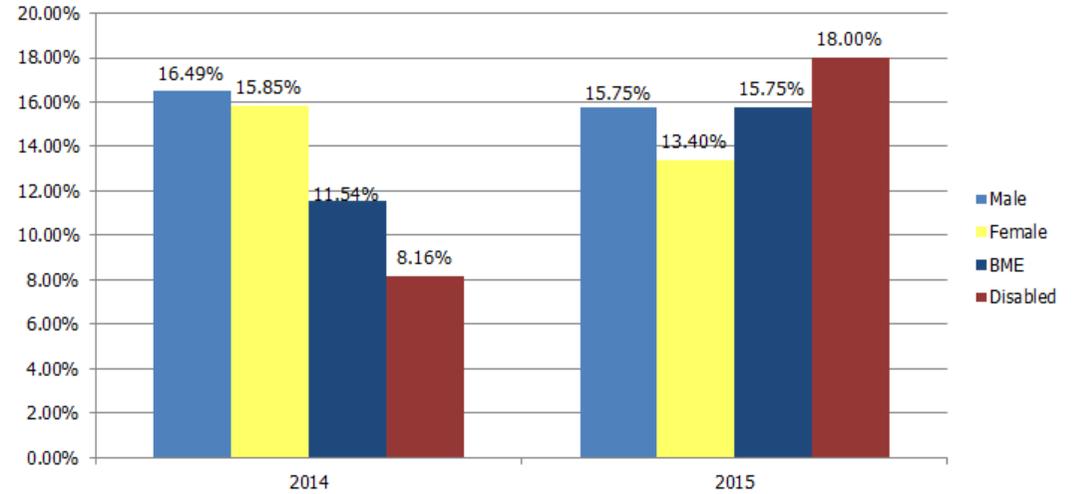
Grievances by Diversity Strand

Legend:
- Male
- Female
- BME
- Disabled

2014: Male 2, Female 7, BME 2, Disabled 2
2015: Male 2, Female 3, BME 2, Disabled 2

Disciplinaries by Diversity Strand

Legend:
- Male
- Female
- BME
- Disabled

2014: Male 11, Female 11, BME 7, Disabled 3
2015: Male 9, Female 3, BME 2, Disabled 3

B5
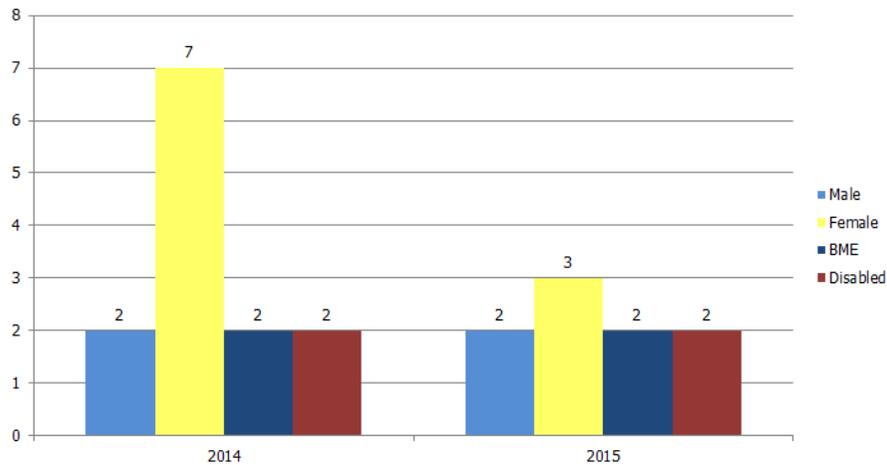
Workforce Profile

GMC workforce profile - Gender by Level

Level	Female	Male
All GMC	62.35%	37.65%
Apprentice	33.33%	66.67%
Level 6	65.87%	34.13%
Level 5	59.56%	40.44%
Level 4	66.10%	33.90%
Level 3	65.85%	34.15%
Level 2A	63.64%	36.36%
Level 2	47.96%	52.04%
Level 1AD	32.00%	68.00%
Level 1	50.00%	50.00%
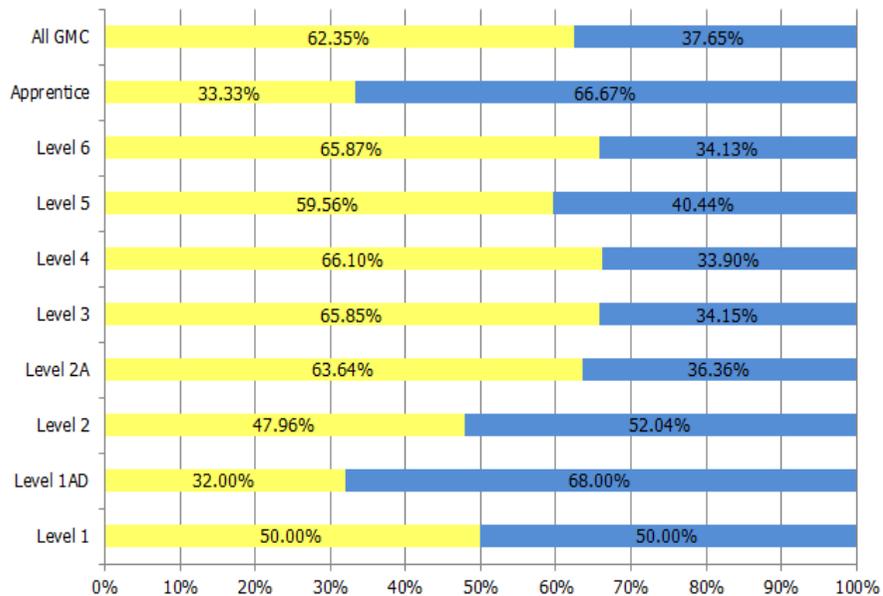
GMC workforce profile - Ethnicity by Level

| Level	BME	Non-BME	Not Disclosed
All GMC	13.12%	85.62%	1.26%
Apprentice	33.33%		66.67%
Level 6	15.87%	81.75%	2.38%
Level 5	14.21%	84.15%	1.64%
Level 4	13.56%	85.47%	0.97%
Level 3	12.20%	87.80%	
Level 2A	18.18%	81.82%	
Level 2	10.20%	88.78%	1.02%
Level 1AD	4.00%	96.00%	
Level 1	12.50%	75.00%	12.50%

B6
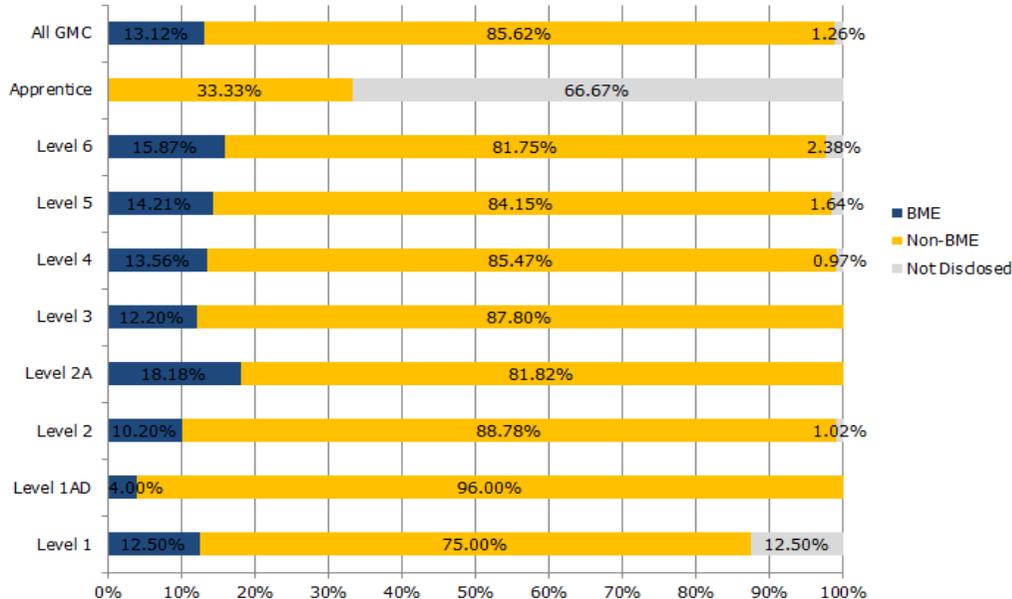
Management Roles 2011-2015

Number of female staff at Management Grades 2011-2015 (GMC female population at December 2015 is 62.35%)
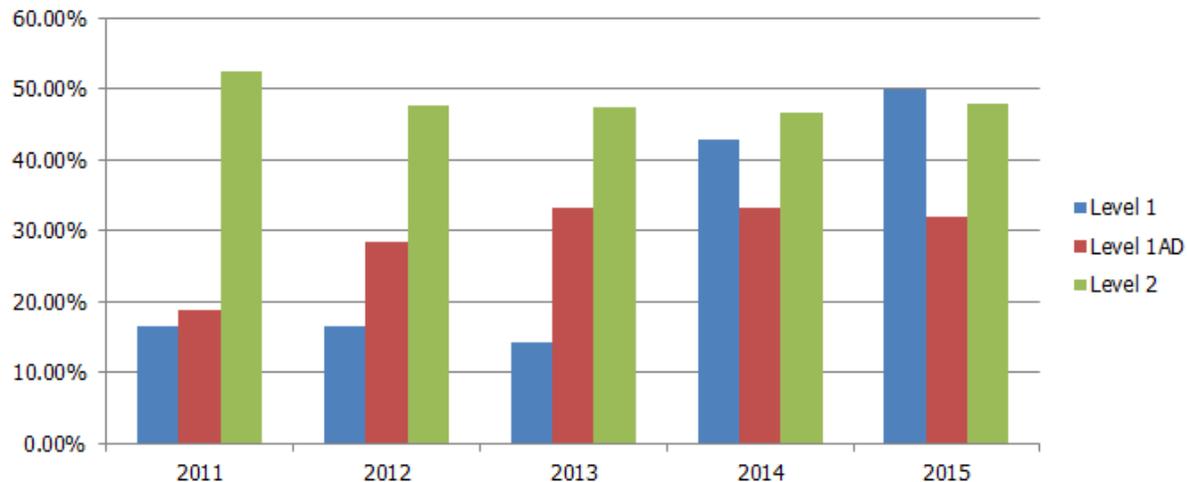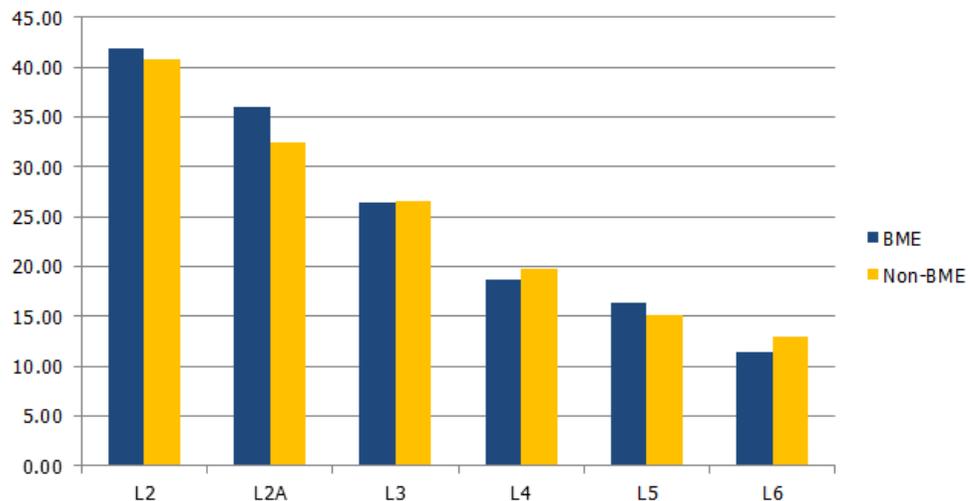

Number of BME staff at Management Grades 2011-2015 (GMC BME population at December 2015 is 13.12%)
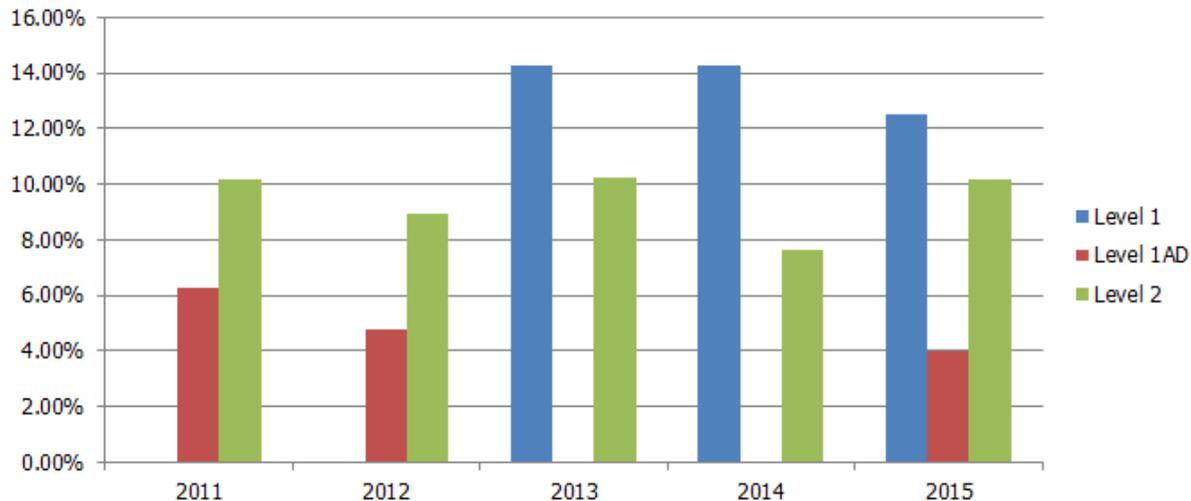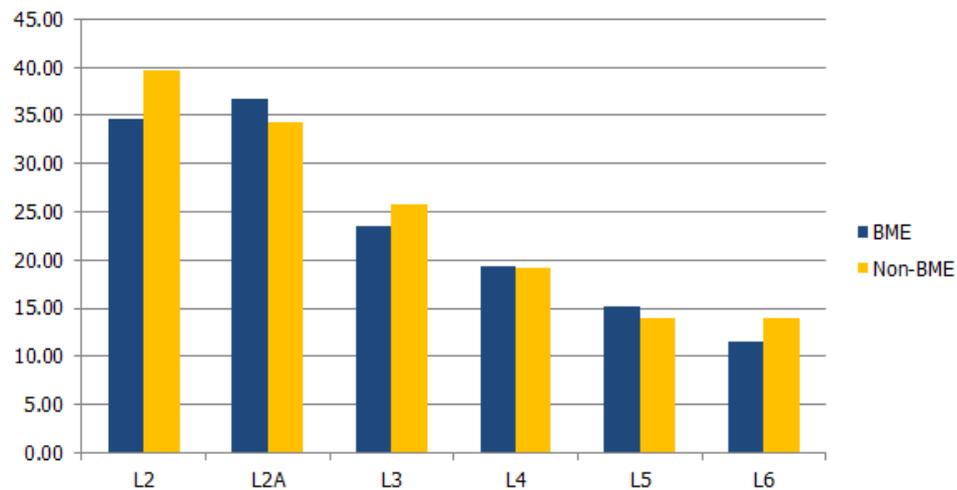
Promotion, Pay & Progression – Ethnicity London

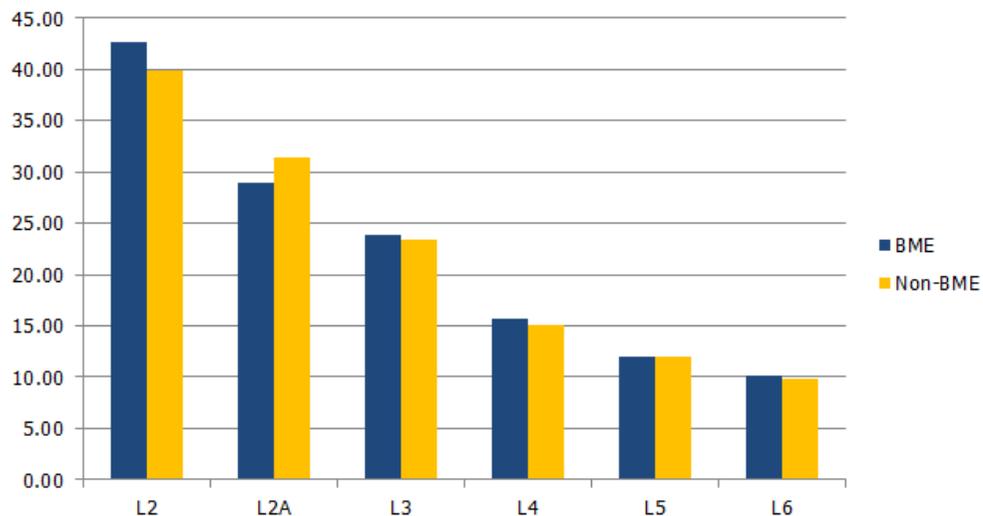**Equal Pay - London Average Hourly Rate (£) by ethnicity by grade 2014**

Equal Pay - London Average Hourly Rate (£) by ethnicity by grade 2015
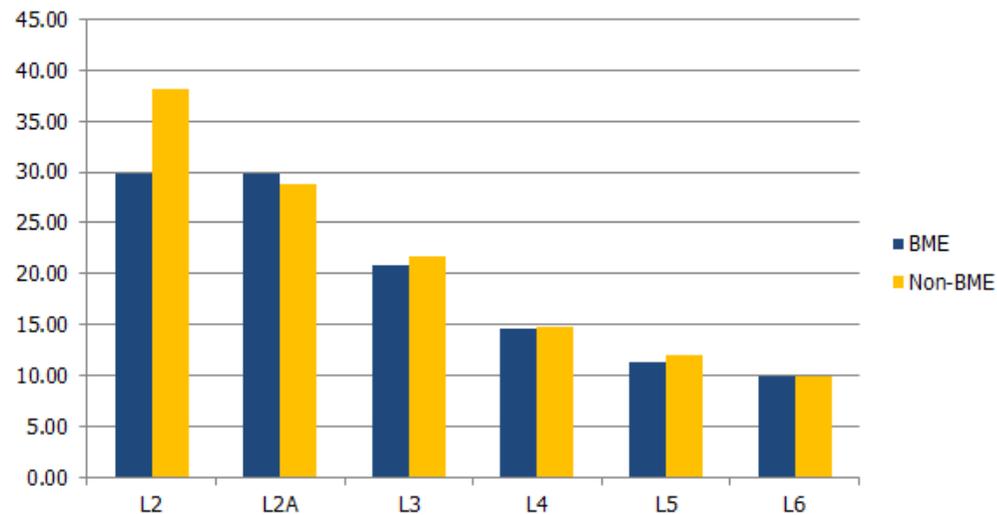
Promotion, Pay & Progression – Ethnicity Manchester

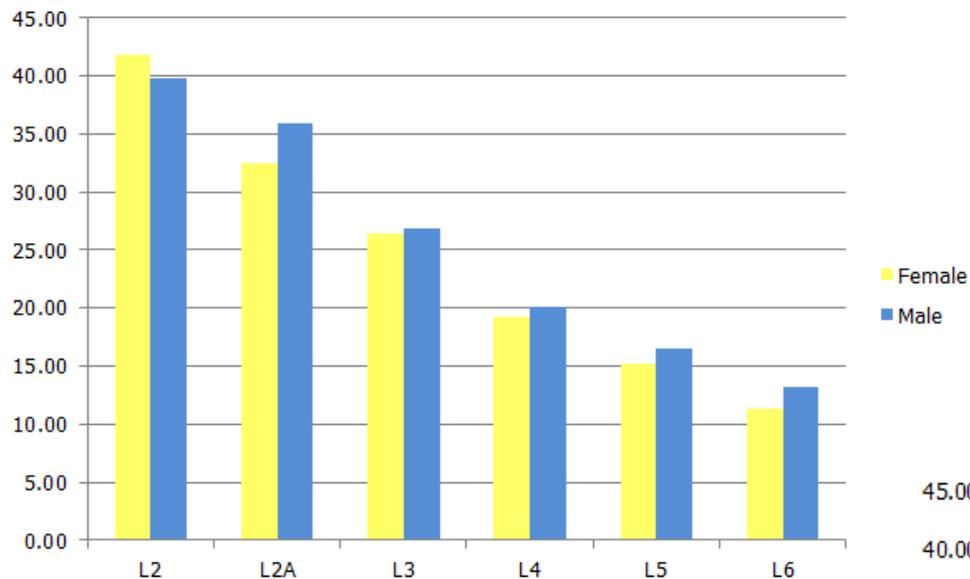**Equal Pay - Manchester Average Hourly Rate (£) by ethnicity by grade 2014**

Equal Pay - Manchester Average Hourly Rate (£) by ethnicity by grade 2015
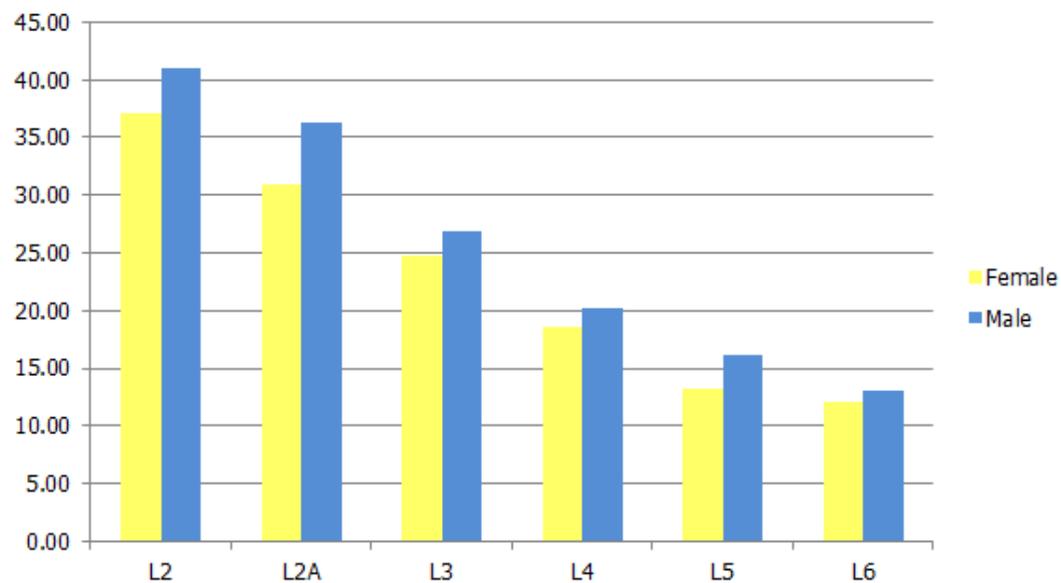
Promotion, Pay & Progression – Gender London

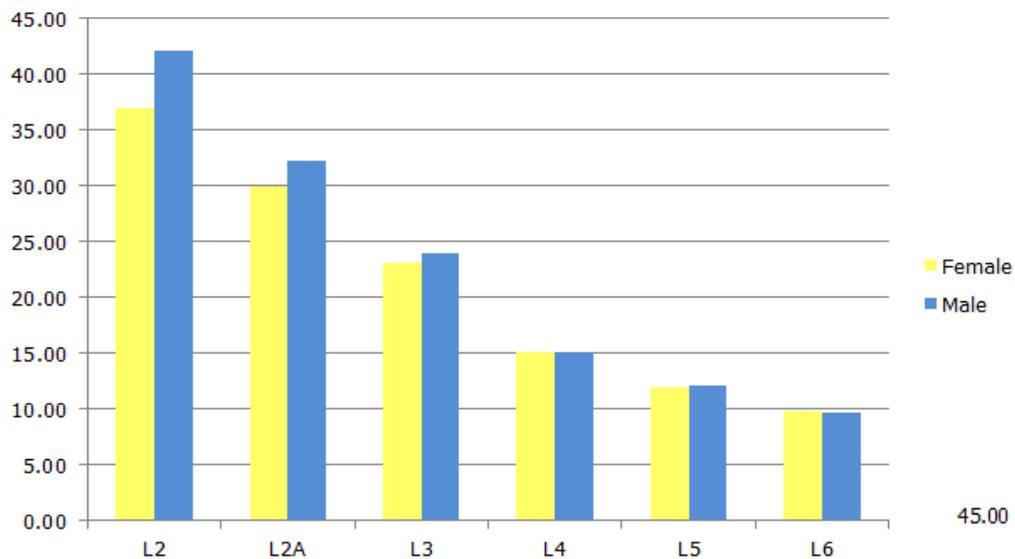Equal Pay - London Average Hourly Rate (£) by gender by grade 2014

Equal Pay - London Average Hourly Rate (£) by gender by grade 2015

Promotion, Pay & Progression – Gender Manchester

Equal Pay - Manchester Average Hourly Rate (£) by gender by grade 2014

Equal Pay - Manchester Average Hourly Rate (£) by gender by grade 2015
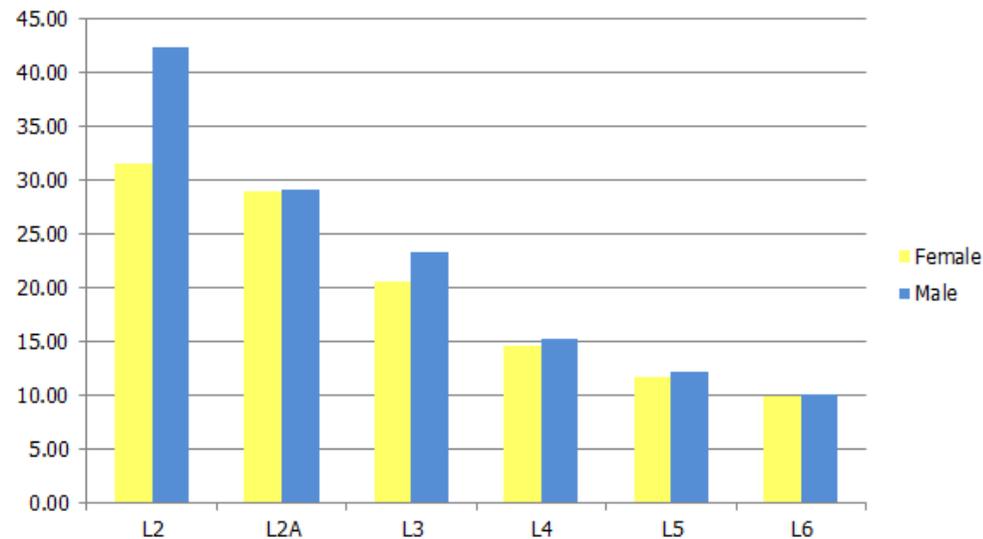
Flexible working

Flexible working requests recieved by gender, ethnicity and disability

Legend: Female, Male, BME, Disabled

Flexible working requests recieved by age range

Legend: 16-24, 25-34, 35-44, 45-54, 55-64
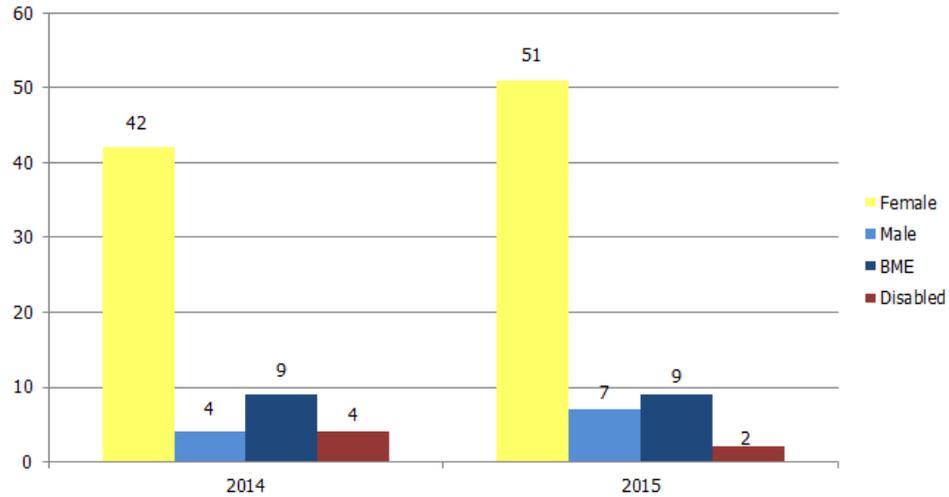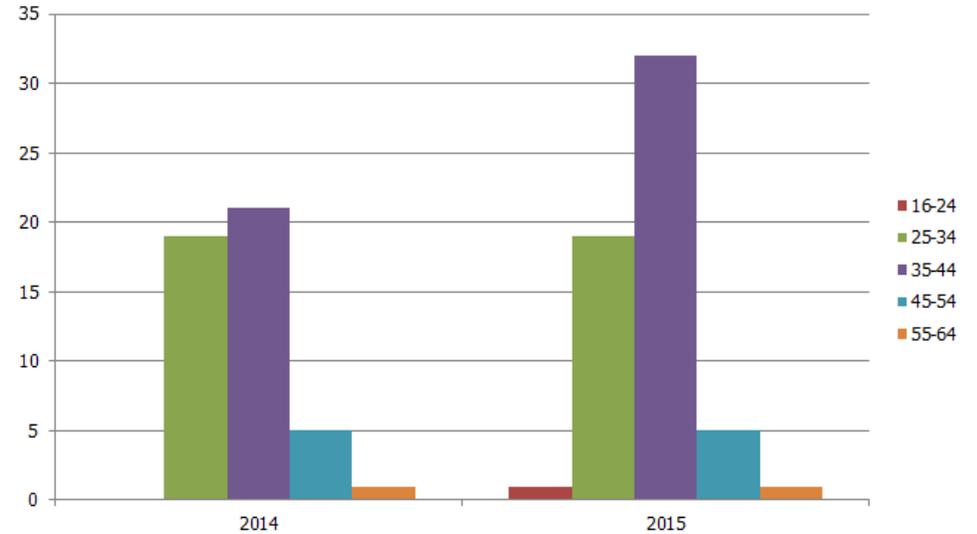
Of the 58 flexible working requests received in 2015, 45 were approved, 6 were partially approved, and a further 5 alternative work patterns were offered and agreed. One was declined due to operational concerns/issues but was approved later in the year.

Flexible working requests by reason stated

Categories: Childcare, Study, Work/Life balance, Health, Caring responsibility, Others
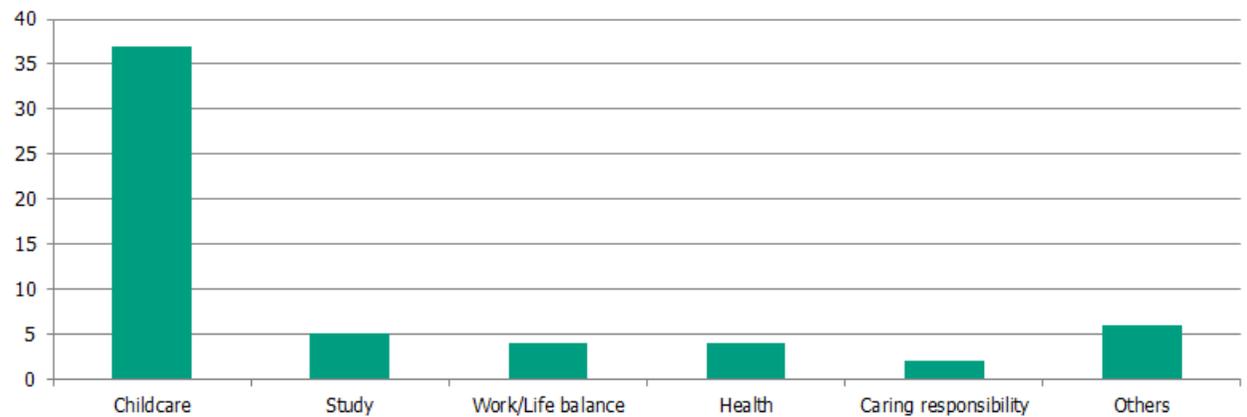
Attraction, Recruitment and Retention

	Applications (6293)	Offers (314)
Female	57.09%	61.90%
BME	28.01%	15.08%
Disabled	6.64%	6.75%
16-24	13.31%	12.30%
25-34	45.80%	63.89%
35-44	21.85%	16.67%
45-54	13.54%	3.57%
55-64	3.89%	2.38%
65+	0.09%	0.00%
Not Stated	1.52%	1.19%

	Joiners (257)
Female	60.00%
BME	16.82%
Disabled	4.09%
16-24	10.45%
25-34	59.09%
35-44	22.27%
45-54	5.91%
55-64	2.27%
65+	0.00%
Not Stated	0.00%

	Leavers (116)
Female	69.23%
BME	16.15%
Disabled	6.92%
16-24	5.38%
25-34	53.08%
35-44	25.38%
45-54	10.77%
55-64	4.62%
65+	0.77%
Not Stated	0.00%

- Offers include internal transfers/promotions where a full recruitment campaign was run.
- The joiners figures report any staff member who joined the GMC between January and December 2015. Some of these staff may have been recruited during Q4 2014.
- Joiners only contains employees new to the organisation and does not include internal transfers/promotions.

Training & Development

Training courses taken by Ethnicity
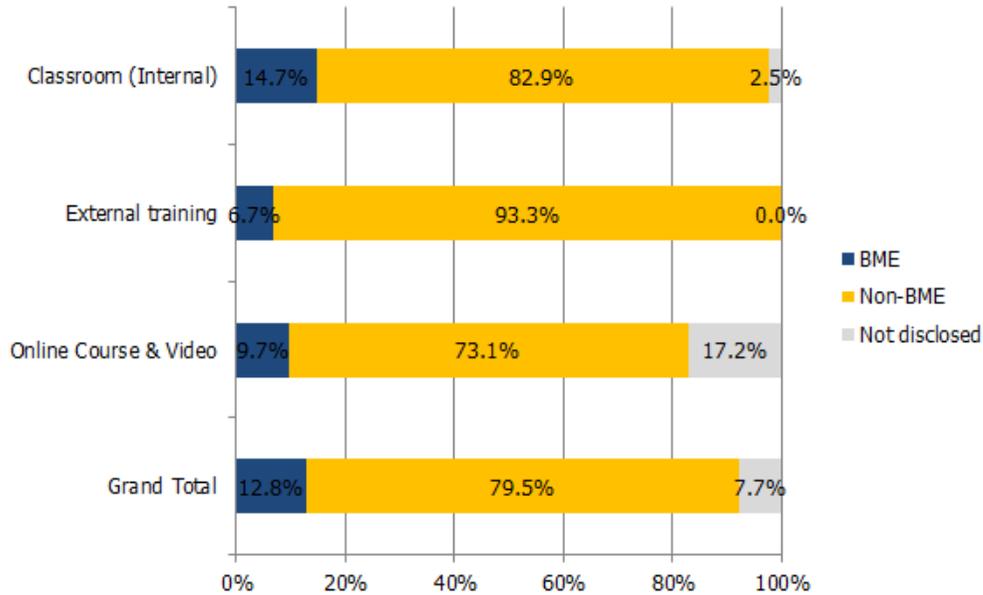
The ethnicity profile for training courses taken is in line with the workforce population.

The number of staff classed as "Not Disclosed" is increased by the inclusion of temp staff. They are required to complete their mandatory training online via the portal. However, we do not hold their ethnicity information in our systems

The gender profile for training courses taken is broadly in line with the workforce population.

Training courses taken by Gender
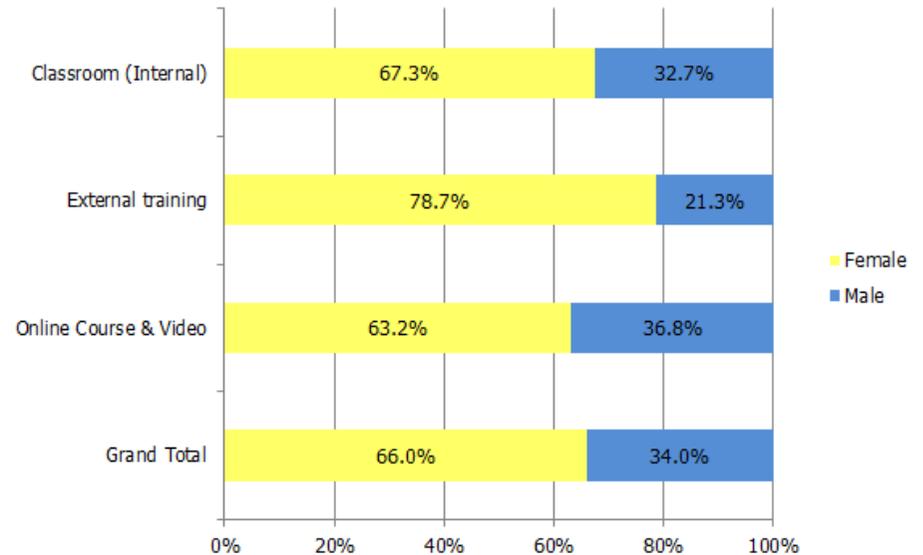
Comparison to other organisations – Ethnicity

GMC Ethnicity compared to other organisations

Organisation	Non-BME	BME
All GMC	85.42%	13.36%
GMC Manchester	88.27%	10.46%
GMC London	77.42%	21.51%
Information Comission	94.90%	5.10%
Manchester Council	81.98%	18.02%
FCA	76.00%	21.00%
Metropolitian Police	81.76%	16.68%
Greater Manchester Police	95.25%	4.75%
UK Civil Service	71.14%	8.00%

Legend: Non-BME, BME, Not Known
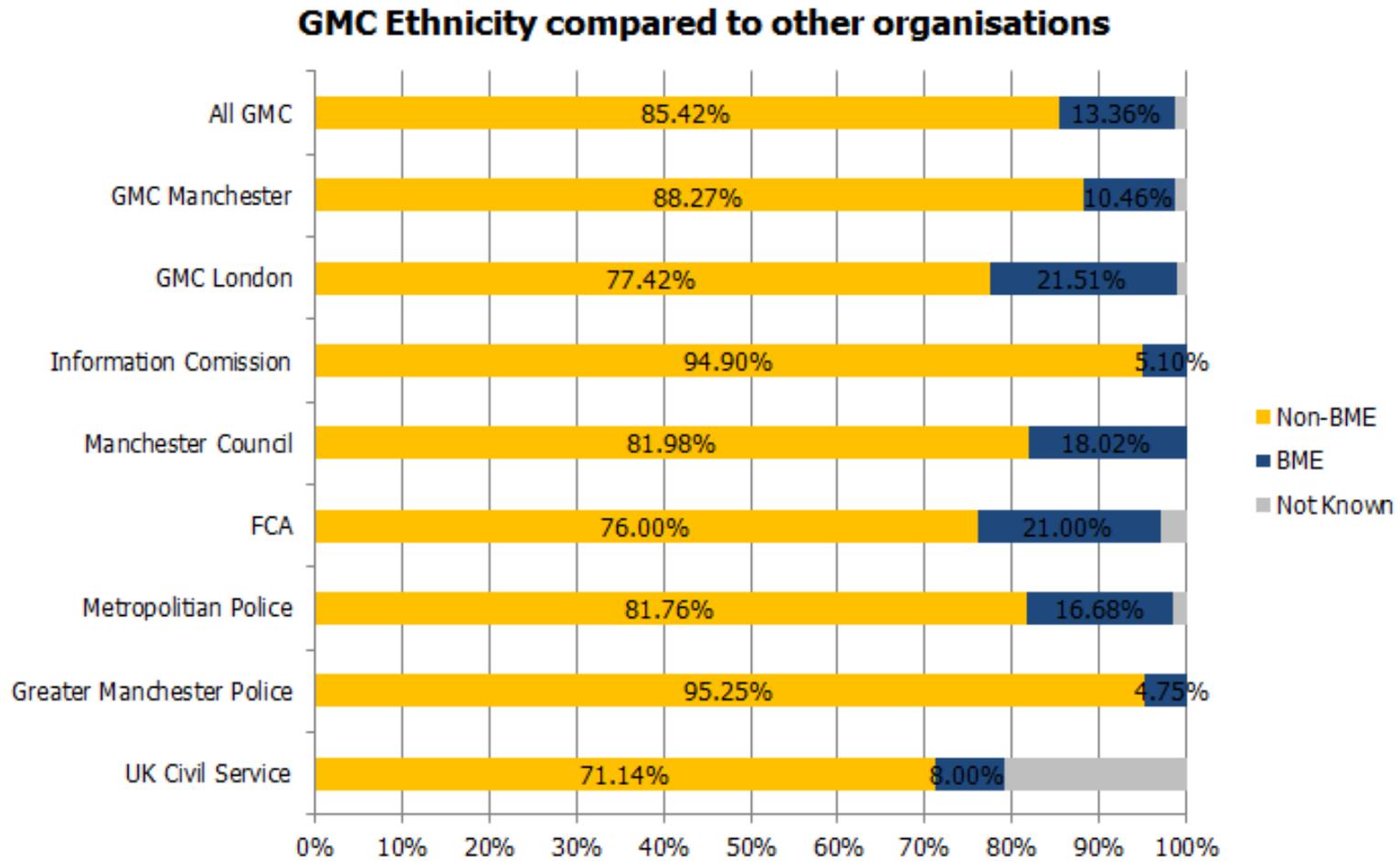
* Benchmark 2013/14 data taken from organisations websites.

Comparison to other organisations – Gender
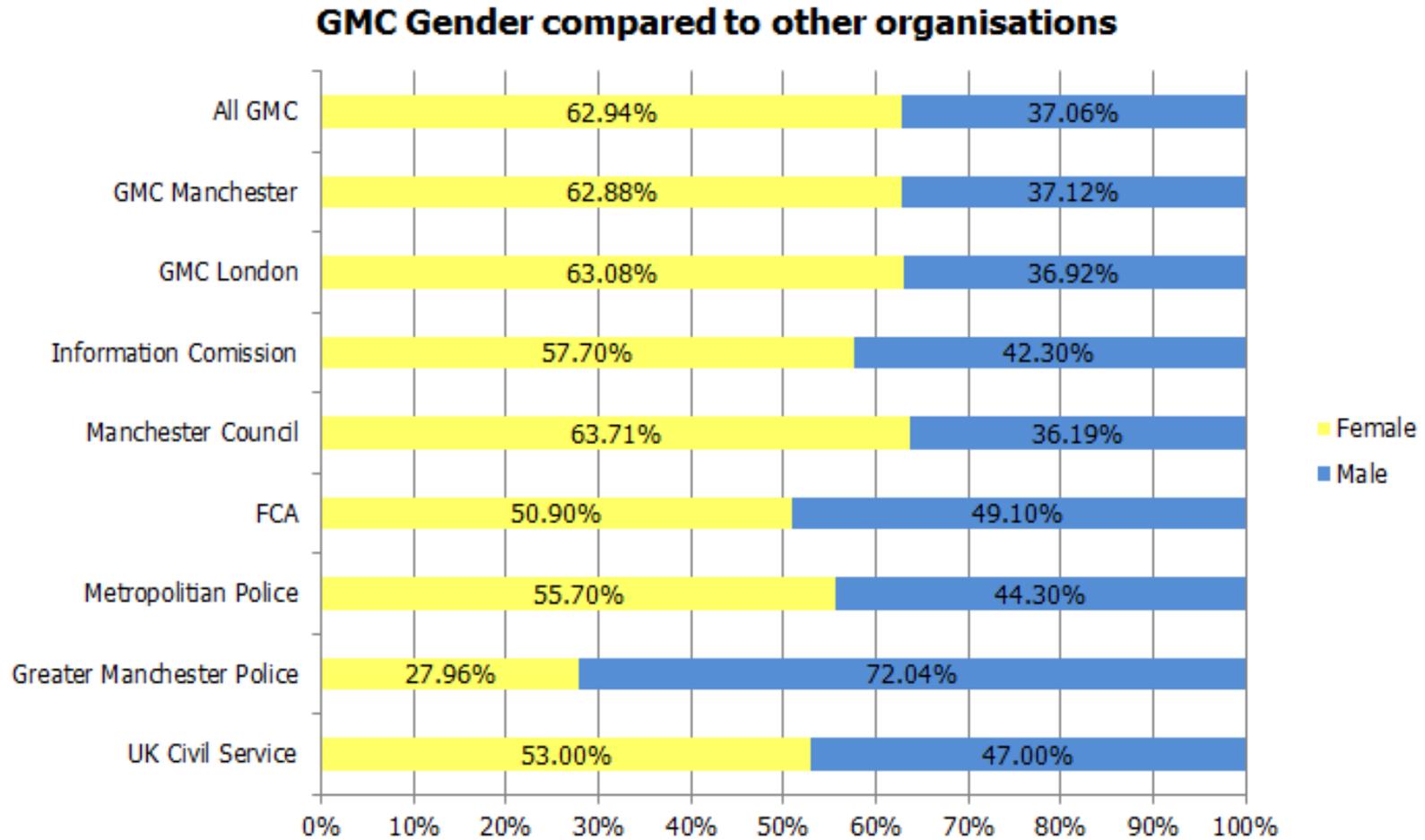
GMC Gender compared to other organisations

Organisation	Female	Male
All GMC	62.94%	37.06%
GMC Manchester	62.88%	37.12%
GMC London	63.08%	36.92%
Information Comission	57.70%	42.30%
Manchester Council	63.71%	36.19%
FCA	50.90%	49.10%
Metropolitian Police	55.70%	44.30%
Greater Manchester Police	27.96%	72.04%
UK Civil Service	53.00%	47.00%

* Benchmark 2013/14 data taken from organisations websites.

General
Medical
Council

M5 – Annex C

Black and minority ethnic candidates and recruitment

Background

1   The majority of the GMC's recruitment is managed internally though our online system. It involves an online application form covering a range of competencies. At this stage candidates are reviewed and scored by two short-listers with addition quality assurance processes reviewing any discrepancies. This stage of the process is anonymous and our system separates all personal data, including diversity information, so those involved in selection do not see this at any stage.

2   The next stages will involve a range of selection options. They always include at least one interview. Other options are tailored to the role, but typically include some of the following: ability testing, a group exercise, a role specific written exercise and a prioritisation task.

3   This annex sets out the selection stages where black and minority ethnic (BME) candidates become less represented in the process. It covers nine campaigns for 2015 where we could track BME candidates through to the final stage.

4   While our recruitment patterns remain fairly stable, our requirements have changed. In recent years we have seen an increasing proportion of our recruitment undertaken in Manchester and across the UK our regional presence has developed. The range of roles we are recruiting to have also increased, with a higher degree of specialisation in our workforce.

5   Overall our experience as an employer suggests that our recruitment systems have a range of strengths, with positive feedback on our staff, and low probation failure rate. It is also worth noting that we have had no serious challenge to any recruitment decisions and receive very positive feedback from candidates, although a consistent theme is that our process is demanding. We remain committed to improving and enhancing our approach in line with our diversity aspirations.

Our recruitment experience

6   The workforce monitoring set out in <u>Annex A</u> and <u>Annex B</u> has not undergone any significant change in recent years. The make-up of the workforce in terms of gender and ethnicity remains stable while our profile at management level has become more diverse, in particular becoming more balanced in terms of gender.

7   One trend that has seen little change relates to how BME candidates progress through the recruitment process. Our experience in recent years has seen around a quarter of our applicants come from a BME background, but the proportion of job offers is lower than this. Our recent experience for BME candidates is as follows:

	Applications	1st Interview	2nd Interview	Offer
2015	28.0%	21.4%	18.8%	15.1%
2014	27.3%	16.4%	14.0%	13.7%
2013	26.9%	22.1%	14.7%	12.47%

Attraction

8   The overall percentage of candidates from a BME background has shown a small increase in recent years, as had the percentage of job offers to BME candidates. This attraction rate doesn't reflect the London population (40% BME) but is reasonable aligned with Manchester (34% BME population and the wider North West labour market 10% BME). Overall it might be reasonable to assume our attraction rate is good in terms of an ethnically diverse candidate pool.

Short Listing

9   The shortlisting process marks the candidate's application against 5-7 areas including the reason and motivation for their application. We have identified 17 campaigns from Q1 to the end of Q3 where BME candidates have not progressed as well as non-BME candidates and been able to look more closely at 9 where we could track BME candidates through to the conclusion. Each campaign was reviewed individually by key skill to identify if there was a particular skill where BME candidates were not scoring as highly.

10   As this data did not highlight anything further, we took the average score of all campaigns for each key skill. This highlighted that there is little variance between BME and Non-BME (usually less than 0.25 of a mark) with the exception of analytic and problem solving skills Our scoring matrix on application forms runs from 0 to 3.

	All	BME	Non BME
Analytical Skills and Problem Solving	1.61	0.97	1.67
Communication Skills	1.31	1.08	1.33
Interpersonal Skills	1.26	1.05	1.29
Reason for App	1.34	1.18	1.32
Organisational Skills	1.18	0.97	1.19
Technical Knowledge	1.35	1.17	1.36
Written Communication Skills	1.06	1.00	1.09

11 Application forms where scores are lower tend to have the following characteristics:

   a Lacking supporting evidence or too little detail to make an assessment.

   b Sections missing.

   c Providing material and supporting evidence that does not relate to the skill area heading.

12 Given that this part of the process is anonymous and assessed by at least two people, there are no significant concerns about our process impacting adversely on a particular group. However competence based assessment aims to ensure that candidates can rely on a wide range of evidence to support their application and any unnecessary barriers to being considered are removed. For example evidence can come from outside paid employment or formal education.

13 It is also important to note that these campaigns will include significant numbers of internal applicants. These candidates will have already completed at least one successful GMC application and have been working and appraised against key skills areas required. As our workforce is not as ethnically diverse as our applicants, this might explain part of the pattern we see. It might also explain the success of female applicants within our process.

14 While we believe our guidance to candidates is extensive and helpful, we plan to:

■ Update the guidance notes to ensure that the cover the key points identified in the analysis

■ Review the wording on the "Demonstrate Skills" section of the online application form and remind candidates to read the guidance notes

■ Consider developing a 'hints and tips' (do's and don'ts) guide for this section

■ Used proposed open evening events (related to the relocation recruitment) to provide additional opportunities to provide prospective candidates with guidance.

15 We will undertake further tracking and monitoring to see if these changes have an impact on our recruitment experience.

Selection methods

16 The shortlisting process accounts for around half of the loss of BME candidates during the process. The next stages are more varied and influence the process in different ways. While shortlisting sets very clear standards the next set of decisions might be based on a range of selection methods.

17 Our sample covers nine campaigns for a range of roles. In some cases the selection methods will relate to a particular role and potentially a small group of candidates, so limited inferences can be draw from the data.

18 Our sample shows:

  a BME candidates doing slightly better on average at interview averaging a score of 16.16 (non BME 13.02) in a sample of 83.

  b Non BME candidates (6.21) doing slightly better on average for group exercises than BME candidates (5.64) in a sample of 99. Role play, is used for contact centre recruitment, also saw BME candidates (3.6) average less than non BME candidates (6.0).

  c With regard to ability tests BME candidates average below non BME candidates, but in all cases the averages are at levels that we would view as acceptable level of performance. The most pronounced difference is for verbal reasoning.

  d For written tasks average scores are very close together. One exercise in our sample (covering 99 candidates) saw average scores on 5.1 (BME) and 5.5 (non BME). A slightly different exercise (sample 24) saw average scores of 4.8 (BME) and 4.6 (non-BME).

  e Other exercises for the campaigns we analysed included a prioritisation task (sample 30) where BME candidates averaged 6.25, non BME candidates 5.64. BME candidate also averaged slightly higher on a proof reading task (13.75 to 12.4) but here the sample is very small (11).

19 Overall from this sample of posts, it is not possible to identify a particular point in the process that impacts disproportionately on BME candidates. It is also important to note that final decisions are made with all of the various assessments available. A failure to progress to a job offer is usually based on assessment levels across the process.

20 As with the application form stage, internal candidates will have some advantages. They will have undertaken some testing and assessment (though not necessarily identical).

21 Ahead of major recruitment that is proposed this year we plan to undertake further work to explain the later stages of our process to prospective candidates. We will also review the range of selection assessment tools we use and our pass marks.

22 We will also have an opportunity to undertake our testing and assessment at an earlier stage of the process as we expect to be able to assess and screen large groups of candidates. We will also have the flexibility to discuss a range of vacancies with candidates as we recruit to a number of posts at the same time.