



Report of the Director of Resources

Tackling Workforce Under Representation

RECOMMENDATIONS

- 1.1 To note the contents and agree the proposals set out in this report.

SUPPORTING INFORMATION

- 2.1 Working for the Council – Employee Statistics reports are presented to community groups each year. The reports contain equality information about people applying for and getting jobs at the Council, employees receiving training and employee complaint investigations.
- 2.2 The 2005/06, 2006/07 and 2007/08 reports presented to the Diversity Forums have shown continuous under representation of Pakistani origin employees amongst the Council's workforce. The Pakistani origin community is the largest minority ethnic group in the City.
- 2.3 In September 2007, whilst presenting the 2006/07 employee statistics report, the Pakistani community leaders of the Minority Community Diversity Forum, MCDF, expressed concern about the chronic level of under representation and requested the Council places measures to address the issue.
- 2.4 In December 2007, a report to the Corporate and Personnel, Performance Management and Economical Development Cabinet Members Meeting identified a deficit of approximately 400 Pakistani origin employees amongst the Council's workforce. Trainee and apprentice initiatives were agreed.
- 2.5 Early 2008, the Council entered an agreement with JET, Jobs Education and Training based on Normanton Road to work with the Council in tackling the under representation. JET has a predominately large Pakistani origin service user base. It was agreed the Council will identify entry-level vacant positions, convert them into six month traineeships and forward the vacancy details to JET to find suitable candidates from the community to apply. It was also agreed that JET will nominate their service users for apprentice placements to the Council, through local training providers who are working with City Placements section based within CYP department.

2.6 A lead officer was assigned to the work in April 2008, to promote the Council as an employer of choice and raise awareness of the initiatives within the community through:

- engaging with the local Ikhlas Radio station, rolling out adverts using the Chief Executive, senior and junior Council employees of Pakistani origin, encouraging its listeners to apply for Council jobs
- encouraging Council managers to attend Ikhlas drive time shows to talk about their services and the various roles people have within them, taking live calls
- arranging well attended and received recruitment events at the Mosque after Friday prayers and Sure Start Rose Hill
- placing posters in business premises and organisations along Normanton Road
- utilising local community newsletters – Ikhlas and DMF
- running interview skills workshops at the Council House and at JET
- working with recruitment event organisers from other sections – 3C's.

This work has resulted in an increase of job applications from the community. Alongside the community engagement, information about the initiatives and levels of under representation were being reported through Council newsletters and meetings within the Council to create awareness in-house.

2.7 Over the period, the positive action initiatives have helped seven people secure apprentice placements and nine traineeship positions have been filled through JET. Some of the trainee positions will soon be openly advertised as the six month traineeship period lapses. Trainees will re-apply for the position through open competition. These numbers are still low when compared to the deficit. However, through these initiatives, we hope trainees will be better equipped with skills and experience to openly compete for jobs. Without the initiatives it may prove more difficult for people of Pakistani origin to secure employment and under representation may remain.

2.8 Recruitment Tracking of Pakistani origin job applicants from September 2008 has shown that in a majority of cases, 65%, recruiting managers report candidates from this community do not meet the experience and skills criteria. Therefore, they do not make it past the short listing stage. This justifies the need for trainee and apprentice initiatives to support people into employment through positive action.

2.9 Recruitment Statistics

During this period, 2008/09, we have also monitored applicant numbers and people taken on through traditional recruitment methods as shown in the table at appendix 2. The information is taken from the HR Vision system on 16 February 2009.

The table highlights the levels of workforce representation, using the Census 2001 ethnic categories. The following is found for the Pakistani origin community:

- the Council received the third highest number of job application forms for vacant positions from the Pakistani origin community.
- the Pakistani origin community were the fifth most successful in being selected for vacant positions – 15 people out of the total 701 were either offered the position the job offer was accepted or has been taken on.
- from the total number of job applicants, 713, only 2.1% or 15 people of Pakistani origin were successful in obtaining employment, ranking this group near the bottom of the ethnic categories. Success rates of White groups exceed those of visible minority ethnic groups generally.

2.10 Workforce statistics

The 2007/08 Working for the Council – Employment Statistics report – sixth column in the table, showed that African and Caribbean origin employees made up 4.25% of the workforce against 1.6% in the 2001 Census population, which is the comparator Council's use to measure under representation. For top 5% earners in the Council, the percentage of African and Caribbean origin employees was 2.61% against 1.60% census population. This shows that African and Caribbean origin employees are currently well represented and are at the top of the table in terms of workforce representation.

- 2.11 In the same employment statistics report for last year, figures for the Pakistani origin employees showed 1.84% employed against 3.96% in the 2001 Census population – sixth column in table, with 1.2% top 5% earners identified in the 2007/08 report. Despite recruiting two Assistant Directors of Pakistani origin in the last year, the table clearly shows deep levels of under representation both in recruitment and in the workforce, ranking the largest minority ethnic group in the city at the bottom.
- 2.12 We also recognise that the 400 employee deficit identified over a year ago will not be met in the short-term judging by the employment statistics information - this is 16 Pakistani origin applicants recruited during 2006/07, 12 during 2007/08 and 15 so far during the 2008/09 period. Given the current economic climate, we are not certain as to what impact this will have on employment in the future either.
- 2.13 This information tells us that to meet the deficit in employment of the Pakistani origin community, the Council needs to consider both traditional recruitment and the positive action initiatives. Ultimately, it will be through traditional recruitment that we can ensure proper success and the trainee and apprentice initiatives will better prepare people from the community into permanent jobs. We feel that the support through initiatives is important because of 'employment penalties' faced by members of this community due to disadvantage and maybe past discrimination.

2.14 The proposal

Much has been achieved in terms of awareness and this has resulted in an increase in the number of job applications from the Pakistani origin community. The information being presented tells us that although job applications are rising, success has been limited, and this is concerning. We feel a more dedicated approach will help generate long-term success and help avoid a drop in applications from the community towards the future. The following is proposed to take effect from April 2009 . . .

- The lead officer is seconded from Employee Development into the ESC for one year to focus solely on the initiatives, continuing the work with members of the Pakistani origin community and departments, to encourage greater representation amongst the workforce.
- A project is set up and run using PRINCE 2 - a structured approach to Project Management.
- An apprentice placement is secured to cope with the administrative pressures that will be generated from the work over the year, to be financed by the HR function.
- Mandatory awareness training is offered to managers about the community, its faith and difficulties faced.
- Managers within departments take more responsibility of the initiatives and work with the ESC and City Placements by requesting traineeship and apprentice positions and giving proper consideration when recruiting, to enable entry into employment of the Pakistani origin community. Particularly, if their existing workforce does not reflect the community they serve.

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Background papers:	Working for the Council - Employment Statistics 2006/07 & 2007/08
List of appendices:	http://www.derby.gov.uk/CommunityLiving/Equal+Opportunities/?qsNavSettings=max Appendix 1 – Implications Appendix 2 – Recruitment Statistics 16 February 2009

IMPLICATIONS

Financial

1. Project costs will be met by Corporate HR. Participating departments will resource the development needs of trainees. Apprentice salaries and development costs will be met by departments requesting for an apprentice through City Placements.

Legal

- 2.1 The Council has a statutory legal duty to promote good race relations. The work enables the Council to meet the duty.
- 2.2 The Race Relations Act (Amended 2000) allows for positive action measures to address under representation in the workforce. The initiatives outlined in this report are in that definition.

Human Resources

3. As shown in this report.

Equalities Impact

4. The Race law states that where there is under representation of certain disadvantaged groups amongst organisations, positive measures need to be introduced to address the imbalance and promote good relations. The initiatives highlighted in this report aim to create a positive impact for the Pakistani origin community.

RECRUITMENT STATISTICS

March 2008 to 16 Feb 09 – 736 Vacancies

Applicant Type	Total applicant count	% applicants	Offered position, job offer accepted, taken on count	Applicant success rate %	% in workforce 2007/08	% 2001 Census	Representation +/-
CARIBBEAN	304	1.74	6	2.00	3.34	1.40	1.94
AFRICAN	274	1.57	5	1.80	0.91	0.20	0.71
INDIAN	680	3.89	25	3.70	4.40	3.84	0.56
WHITE - OTHER	432	2.47	21	4.90	2.03	1.68	0.35
OTHER BLACK BACKGROUND	63	0.36	3	4.80	0.43	0.16	0.27
ANY OTHER ETHNIC GROUP	43	0.25	3	7.00	0.47	0.26	0.26
WHITE AND ASIAN	73	0.42	2	2.70	0.21	0.44	0.23
OTHER DUAL HERITAGE BACKGROUND	88	0.50	3	3.40	0.42	0.22	0.20
WHITE AND BLACK AFRICAN	45	0.26	1	2.20	0.11	0.09	0.02
BANGLADESHI	35	0.20	1	2.90	0.06	0.09	-0.03
ANY OTHER ASIAN BACKGROUND	131	0.75	0	0.00	0.28	0.46	-0.18
CHINESE	75	0.43	3	4.00	0.19	0.39	-0.20
WHITE AND BLACK CARIBBEAN	161	0.92	13	8.10	0.58	1.03	-0.45
WHITE - IRISH	81	0.46	7	8.60	0.90	1.38	-0.48
PAKISTANI	713	4.08	15	2.10	1.84	3.96	-2.12
WHITE - BRITISH	10417	59.61	543	5.20	80.35	84.39	-4.04
PERSONALLY WITHHELD	191	1.09	5	2.60	0.45	n/a	
NOT KNOWN	3667	20.99	45	1.20	3.03	n/a	
Total number of applicants and appointees	17473	100	701				