



Report of the Corporate Director of Resources

Pakistani Recruitment Initiative Project

RECOMMENDATIONS

1. To note the contents of this report.

SUPPORTING INFORMATION

- 2.1 A report presented to this Committee on 1 April 2009 explained in some detail the chronic levels of under-representation of Pakistani employees within the Council's workforce and recommended a way forward to help tackle the issue.
- 2.2 The April Committee report highlighted a shortfall of around 400 Pakistani employees as at 31 March 2008. The shortfall is based on the relative proportion of ethnic origin population in the city of Derby from the 2001 Census, which is used as the baseline. This is 4% for the Pakistani community. The stated aim of the City Council is to mirror the population of the city as closely as possible in its workforce. This report highlights a reduction of the shortfall from 400 to 269 as at 31 March 2009, increasing representation of Pakistani employees from 1.8% to 2.1%.
- 2.3 Personnel Committee agreed for a lead officer to be seconded from Employee Development into the Employee Service Centre from 1 April 2009 to project manage the Council's commitment to increasing the representation of Pakistani employees, by implementing positive action measures.
- 2.3 Personnel Committee also requested a progress report to include why so many Pakistani candidates are not being short-listed or appointed after interviews.

Pakistani Recruitment Initiative Project progress

- 2.4.1 Since April 2009, we have:
 - written a comprehensive Project Initiation Document - PID – that sets out the aims and objectives of the project
 - established the Project Board – consisting of Director of Resources, Assistant Director HR, Heads of Service and Community Leaders
 - had the PID and the Project Plan, setting out the activities for the project, agreed by the Board 3 July 2009 and set future meetings

- submitted an expression of interest for funding to create new additional apprentices with EMDA and are waiting for approval to submit a full application
- changed the Vacancy Notification Form asking a question to all recruiting managers if they wish to consider converting their vacant position into a traineeship to help the Council tackle Pakistani under-representation
- sent an e-mail from AD HR to all Council managers requesting buy-in to the initiatives
- produced a Leading Manager newsletter article for managers explaining the need for them to engage in the initiatives, creating awareness about the difficulties through employment disadvantage some Pakistani community members may face when applying for Council jobs
- set up an e-mail circulation list of approximately 130 Pakistani job seekers, including organisations, sending out regular vacancy and traineeship information electronically, supporting the Council's on-line recruitment
- delivered three interview skills workshops to job seekers and provided 1-1 support
- held an event at Jobs, Education and Training, JET on 12 August 2009 to mark the Council's commitment to the project and celebrate the achievements of new Pakistani employees securing mainly short-term employment through the project.

2.4.2 Much of this work is ongoing and the next objectives include:

- advertise on Radio Ikhlas during Ramadhan, targeting 10,000 plus listeners from the Pakistani community, promoting the Council as an 'employer of first choice'
- engage in planned recruitment fairs to promote the work further to the community
- continuously work with managers to increase buy-in and create more openings through positive action for Pakistani job seekers
- have Pakistani Recruitment Initiative information included within induction for new managers, Equality and Diversity training and recruitment and selection training courses
- generate employment pools for Pakistani candidates that have been short listed and not recruited, offering one-to-one support and guidance in their job search
- mainstream the work of the project into the Employee Service Centre from April 2010.

Workforce statistics

2.5.1 The 2007/08 'Working for the Council – Employment Statistics' report showed that on 31 March 2008, out of 7,927 jobs, Pakistani employees occupied 146. This equates to 1.84% of the jobs occupied. The information excluded schools because data was not complete, and Derby Homes Ltd employees as they are an Arms Length Organisation.

2.5.2 Early indications for the 2008/09 period report shows that on 31 March 2009, out of 14,618 jobs, Pakistani employees occupied 310. This equates to 2.12% of the jobs occupied and includes schools.

- 2.5.3 Both reports state that the Census population of the Pakistani community in Derby is 3.96%, therefore this year's report will again show under-representation of this community by 1.84% when compared to the Census population. This equates to a deficit of 269 employees which is lower than 400 identified for the previous year.
- 2.5.4 If Pakistani employees increase within the Council's workforce at the current rate of 0.3% each year, it will take the Council about six years to reach the required target of 3.96%. This assumes the proportion of the Pakistani community remains at the same level as now.

Recruitment statistics

- 2.6.1 There were a total of 10,107 job application forms received by the Council during the 2007/08 financial year. 540 of the applicants were Pakistani which is 5.3% of all applicants. 681 applicants were recruited during the period of which 12 were Pakistani. This is 1.8% of candidates appointed.
- 2.6.2 Early indications for the 2008/09 report shows there were a total of 17,140 job application forms received by the Council. 821 of the applicants were Pakistani which is 4.8% of all applicants. 852 applicants were recruited over this period of which 22 were Pakistani. This is 2.6% of candidates appointed.
- 2.6.3 There has been an increase in the success rate of candidates being appointed from the Pakistani community over the 2008/09 financial year, which is promising. The figures show an upward trend and indicate that the Council's commitment to tackle the under-representation of this community is showing some positive signs of success and being implemented.
- 2.6.4 Having said that, we still have a long way to go. The positive action work of creating traineeships and apprentice positions are being offered for six months and one year respectively. We need to retain good employees from this community who have taken up positive action as well as focus on permanent positions too, promoting people into senior positions where we can.

Job Tracking

- 2.7.1 Job tracking began in September 2008 to establish why people from the Pakistani community weren't being short listed and recruited after interview. Based on the information received from departments, the figures reveal that since September 2008:

- job tracking was received for 474 candidates
- 369 were not short-listed, 77.8% of the candidates
- 85 were short-listed but not appointed, 17.9% of the candidates
- 20 were appointed, 4.2% of the candidates.

Personnel Committee were keen to know why so many are not being short listed or appointed after interviews. Based on the information collected to date, here are the three main reasons for each.

Reasons for not short listing

- 2.7.2
- EC – Does not meet the experience criteria, 43%
 - QC – Does not meet the qualifications criteria, 32%
 - IF – Insufficient information given on form, 8%.

Reasons for not appointing

- 2.7.3
- A – Appointable but job offered to better applicant, 39%
 - NA – No attendance at interview, 33%
 - C – Did not demonstrate they meet the criteria at interview, 22%.
- 2.7.4 This information tells us that a number of people are providing insufficient information on the forms and are applying for jobs without having the experience and qualifications criteria being asked for in the person specifications. The percentage of people who come close but are beaten by better candidates needs further investigation as just placing the code A against the candidate may not be enough. Also needing further investigation is why people don't attend interviews as this figure is also high.
- 2.7.5 We hope the new on line Recruit Active system will automatically collect reasons for not short-listing and appointing for all job applicants when it goes live to managers in November 2008. It will ask managers which aspects of the person specification criteria candidates did not meet during the recruitment process. This information will help us with the required investigations and reliance will not be placed on departments to produce paper copies of tracking forms as recruitment becomes 'paperless'.

Next Steps

- 2.8 Much has been achieved in terms of awareness and this has resulted in an increase in the number of job applications from the Pakistani community with more people being successful in 2008/09 than in the previous year. We need to carry on with the effort put in to try and make the Council more representative of the Pakistani community, generating a dedicated commitment from recruiting managers and the Pakistani community to create this change.

For more information contact:
Background papers:

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Towards a more representative Workforce Report - Corporate Policy and Personnel, Performance Management and Economic Development Cabinet Member's Meeting 10 December 2007
Tackling workforce under representation report - Personnel Committee 1 April 2009

List of appendices:

Appendix 1 – Implications

IMPLICATIONS**Financial**

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

Legal

- 2.1 The Council has a statutory legal duty to promote good race relations. The work enables the Council to meet the Race Equality Duty highlighted in the Race Relations Amendment Act 2000.
- 2.2 Sections 37 and 38 of the Race Relations Act 1976 allows for positive action measures to be used to train or encourage people from a particular racial group that is under represented in the workforce. Training opportunities can be reserved for a particular racial group that is under represented; however, jobs cannot be provided for people of a particular racial or ethnic background. The traineeships identified in the project offer training and encouragement, and not guarantees of employment as such. The entry-level traineeships would be available to the clients of JET, the partner organisation as well as those people from the community who have registered their interest for help and support with the project team.

Human Resources

3. As shown in the 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.