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THE RACE IN THE WORKPLACE CONFERENCE 2021

RECRUITMENT AND RETENTION: DESIGNING DIVERSITY INTO HR PROCESSES

....NOT A SILVER
BULLET....BUT A
DIRECTION OF
TRAVEL

SYSTEMS CENTRED APPROACH

CONTEXT

- **Our data**– Our people data shows around c. 20% of BEIS staff identify as BAME, which is higher than the UK working population average and the Civil Service average (c. 13%). However, until recently a lack of representation of black Senior Civil Servants
- **Area for Improvement** – increasing representation of BAME staff at more senior grades, and talent pipelines, what can you see
- **Organisational Interventions** – Departmental D&I Strategy, Race Action Plan, SCS Recruitment Targets, new accountability systems through D&I Scorecards by Director-General business area alongside building the Case for Change.
- **Inclusion is vital** – Focus is not just on representation but inclusion – key to retention and staff well-being.
- **De-biasing HR processes** – Big theme of the Departmental D&I Strategy and Race Action Plan is de-biasing processes, and recruitment is a particular focus.

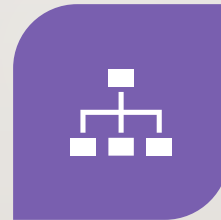
4 PRINCIPLES



EVIDENCE BASED –
METRICS AND THE
LIVED EXPERIENCE



PART OF AN
OVERALL D&I
STRATEGY



WORK ON
SYSTEMS AND
STRUCTURES



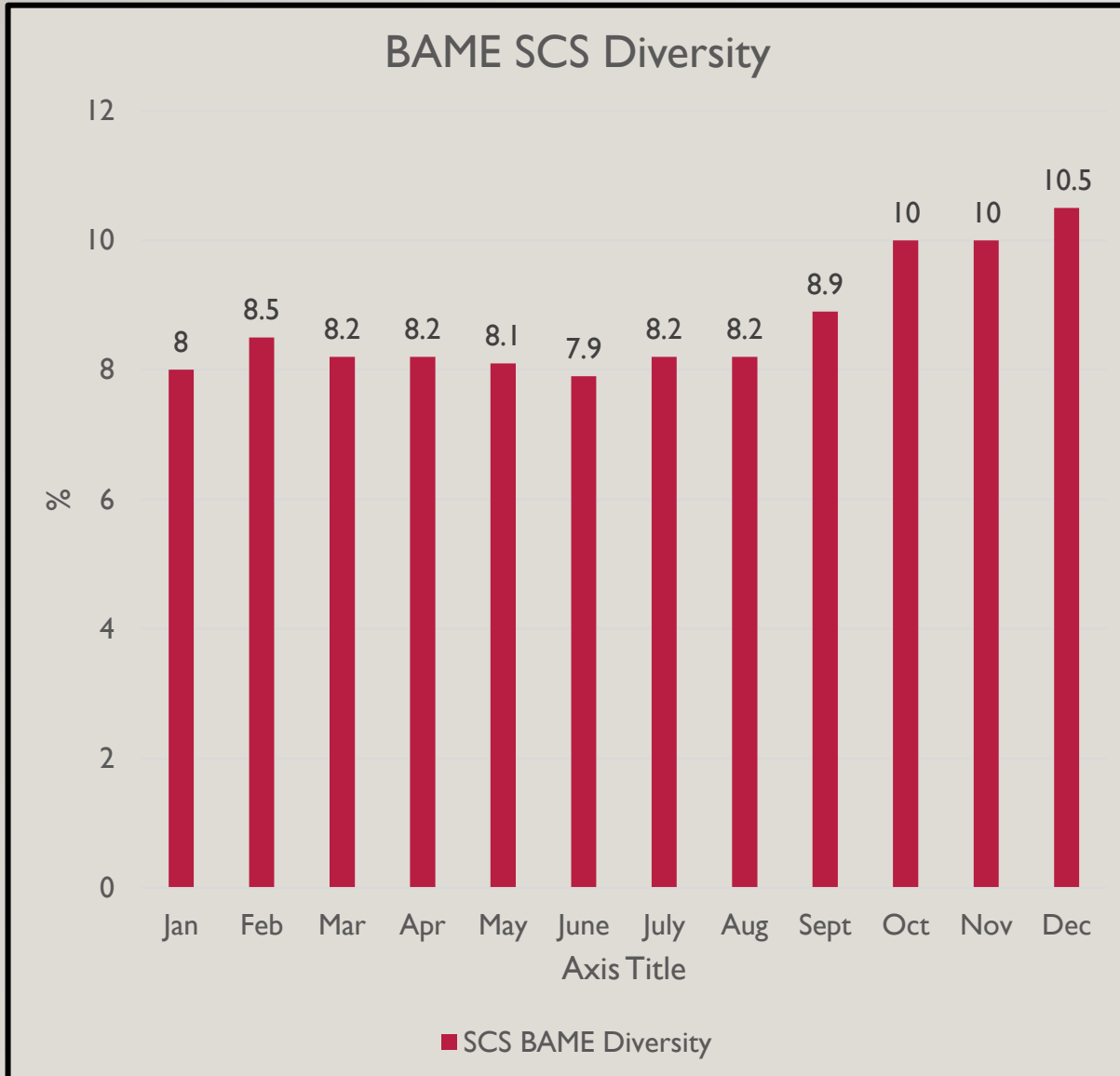
BUILD CAPABILITY
WITHIN THE
ORGANISATION



ALIGN WITH
CHANGE
MANAGEMENT

RACE SPECIFIC - PRIORITY AREAS

- **Representation** – targeted interventions to address representation e.g. ‘Black SCS Sprint Target’
- **Fair Treatment** – improve our recruitment processes, talent offer, performance management
- **Organisational Capability** – promoting inclusive behaviours by leaders, managers and individuals..
- **Enabling environment** - creating learning and development opportunities for Black and Minority Ethnic colleagues to thrive and progress their careers in BEIS



USING A PERSON-CENTRED APPROACH TO DIVERSIFY SENIOR CIVIL SERVANTS (SCS) RECRUITMENT

- Board commitment
- Set a SMART sprint target in those areas where the data shows there is the greatest under-representation. Communicate goal widely across the organisation.
- Collaborate with a reputable executive search company to identify prospective candidates.
- Consider the use of managed talent moves across your organisation.
- Use of reserve lists to fill vacant positions ensuring candidate are selected on a like for like basis as well as in merit order
- **Positive news story-** BEIS has recruited **8** black SCS colleagues. BAME SCS representation has increased from **8 %** (Jan 20) to **10.5%** (Dec 20).

USING A PERSON-CENTRED APPROACH TO DIVERSIFY RECRUITMENT SOURCING CHANNELS

Candidate Packs – Our candidate packs highlight our core value of being 'Inclusive' along with our culture of flexible working. Our recruitment materials and careers website represent BEIS' diversity and highlights our staff networks

Transparent Advertising – All our roles are available on Civil Service Jobs and BEIS' LinkedIn page to make these open an accessible to find. Many of our roles are publicised on a diverse job board (Vercida). We will be reviewing the effectiveness of these using new tools (GRID) designed to help us track where we are finding our diverse talent.

External Search Firms – for director level recruitment, when we use external search firms, we ensure diversity is at the centre of their candidate engagement strategy.

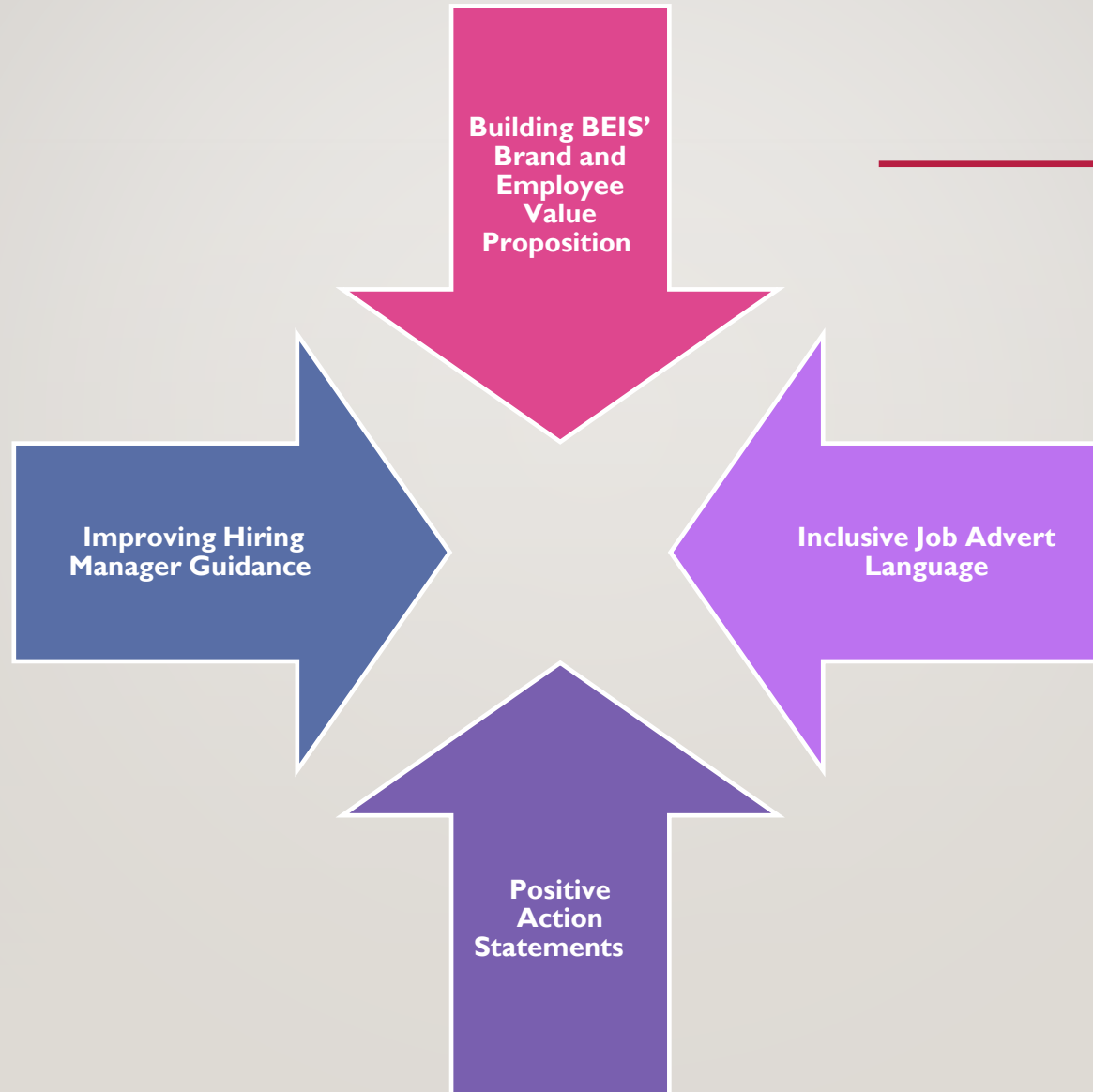
New Location Hubs – Manchester and Birmingham. We are considering how we can publicise these large recruitment campaigns so that we attract diverse talent. We will be trialling other diverse job boards where we think these will be effective.

Direct Sourcing for Diversity – we are aiming to build this capability in-house to personalise our attraction with diverse candidates.

NET ZERO....A BULK RECRUITMENT PROJECT

- **Candidate Pack:** Developed employee profiles for a range of BEIS BAME (e.g., black, Asian), include positive action statement for advertisement, and reviewed language with Textio - an augmented recruitment writing tool.
- **Targeted communications:** Curated a list of BAME (in particular, black) Professional Associations to promote opportunity to, and paid for advertising on the Black Solicitors Network jobs platform.
- **Sift stage:** Ensured that the external sifters (Capita) took unconscious bias training (now known as "Inclusion in Civil Service" learning).
- **Interview Panels:** Ensured racially diverse panels using FAME network's Diversity Panel Member List, BAME G7/G6 Whitehall Network, and Capita independent panel members.
- **Conversion rates:** The conversion rate from sift to interview under the net zero campaign increased on average the overall success rate.

MAKING CHANGES TO VACANCY PLANNING, ADVERTISING PLANNING AND EMPLOYER PROFILES TO ATTRACT A MORE DIVERSE POOL OF CANDIDATES



- Our data science team have analysed 36,000+ applications to investigate whether there is any evidence of bias in the recruitment process (including looking at the use of language, sentiment, etc)
- Working with occupational psychologist BEIS undertook qualitative research and sent a survey to 3000+ recent job applicants for roles in BEIS. Our Occupational Psychologist team in Government Recruitment Service then carried out some Focus Groups, and produced a very detailed report on the 'barriers to entry' that applicants, but particularly BAME and black specifically.
- We are currently in the process of implementing an improvement plan which include procuring a new recruitment selection and assessment tool that aims to minimise bias in the recruitment selection process and automate some of our recruitment processes.

GOOD
EVIDENCE
MAKES
BETTER
DECISIONS



- **Diverse Panel Policy** - Diverse panels are strongly recommended for all interview panels and our central recruitment team has diverse panel member list of trained volunteers.
- **Independent Panel Members** - We use a system of Independent Panel Members to increase constructive challenge on interview panels to reduce selection process biases and ensure interviews are conducted fairly. We currently have c. 300 volunteers on the diverse panel list.
- **Recruitment Training** - we require panel members to have completed online training about the selection process methodology (Success Profiles) and techniques to reduce bias. E.g., Observe, Record, Classify, Evaluate and using arithmetic averages of panel member scores to give equal weight to each panel members' evaluation.
- **Moving Beyond Unconscious Bias Training** – new inclusion training products are being developed to replace the Unconscious Bias Training following the government's steer.

THE IMPORTANCE OF DIVERSITY IN INTERVIEW PANELS

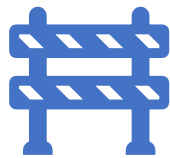
RETAINING DIVERSITY THROUGH TALENT MANAGEMENT

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SCS Sponsorship

- We offer talented BAME (as well as disabled or female) staff a senior sponsor to support them through their journeys.
- Sponsorship goes beyond mentorship - it's **advocacy**, as well as support.



Removing barriers to talent scheme participation

- Removed requirement for Line Managers to sponsor applications.
- Removing 9 box grid restrictions (because we know it can have a restrictive effect on BAME colleagues who are more likely to be in the lower boxes).
- We regularly engage with networks, participants, alumni and prospective applicants to emphasise our inclusive messaging, address concerns and take feedback.



The Golden Thread

- Our talent approach is focussed on 'centring D&I' rather than segregating it to specific schemes or initiatives.
- We have a talent offer at every grade to build internal talent pipelines and, although none of our schemes guarantee promotion, this provides a clear linear path of support upwards through the organisation.

ORGANISATIONAL CAPABILITY - INCREASE ACCOUNTABILITY, EMBED INCLUSIVE LEADERSHIP

SCS and Line Manager Actions

- All SCS to facilitate a discussion about race at a local level
- Proactively comply with and use the Public Sector Equality Duty toolkit when making policy decisions.
- Race Champion Objectives / KPIs to be published
- Publish SCS objectives/KPIs on supporting BAME progression/staff
- Develop line managers charter outlining responsibilities/behaviours

Increasing BAME Representation in Governance

- Opportunities for BAME staff to regularly attend and observe departmental boards and committees, and other high-level meetings.
- Black representation on BEIS governance structures and boards and increase black independent members.

Developing our Race-Related Training Offer

- A race allyship offer
- Develop and rollout a BAME micro-behaviour campaign
- Develop a D&I curriculum to include DG reverse mentoring and race related learning

Supporting Staff Networks

- BEIS Network Partnership Agreement to build race confidence
- Allyship

ENABLING ENVIRONMENT - FOR BAME STAFF TO BE SUPPORTED

Event titl

Tackling Bullying, Harassment and Discrimination

- Develop clear channels and safe spaces for people to report BHD without fear of negative repercussions

Targeted Support for BAME Staff

- Pilot mock interviews for BAME staff applying for SCS roles
- Work with the Cabinet Office Ethnic Minority Application Programme to provide support for BAME staff applying for SCS applications
- Develop informal matching process to enable BAME support to receive application support, interview practice, mentorship and sponsorship
- Review our wellbeing / mental health offers to ensure our support is tailored to the needs of ethnic minority staff, and delivered by practitioners skilled in race issues

Understanding Barriers facing BAME Staff

- Semi-annual BAME workshops with Race Champions to increase accountability
- Establish a BAME women working group to better understand and address the barriers facing BAME women

NEXT STEPS

- **Accountability for Gaps** – D&I scorecards by business areas give senior accountability to Diversity & Inclusion goals by tracking ethnicity and disability representation across the different grades.
- **Using Data Evidence** – we're using our recruitment data to understand where the gaps are. Which role grades? Are there particular professions or role types with weaknesses? Are different business group action plans making a positive difference?
- **Building Diverse Talent Pipelines** – inequality starts before the recruitment process starts. We think it's important to develop diverse internal talent pipelines and reduce biases in performance management or talent programmes. Crucial to build an inclusive culture to retain diverse talent.

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QUESTIONS?