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| Committee/Meeting: HR Committee | Date: 24 th October 2012 | Classification: Unrestricted | Report No: 4.3 |
| Report of: Corporate Director (Resources) Originating officer(s) Simon Kilbey, Service Head (Human Resources & Workforce Development) | | Title: Tower Hamlets Graduate Programme Wards Affected: All | |

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| Lead Member | Cabinet Member for Resources |
| Community Plan Theme | All |
| Strategic Priority | Work efficiently and effectively as one Council |

1. **SUMMARY**

- 1.1 At its meeting on 18th July, HR Committee requested that a report be submitted to the next meeting providing further information on the recruitment of the graduate programme.
- 1.2 This report provides a breakdown of the graduate recruitment and selection process as requested.

2. **DECISIONS REQUIRED**

HR Committee is recommended to:-

- 2.1 Consider the report, which is provided for information and note future actions.

3. **REASONS FOR THE DECISIONS**

- 3.1 The report is provided for information.

4. **ALTERNATIVE OPTIONS**

- 4.1 Apart from any future changes to the Council's policy relating to entry level intake, there are no alternative options.

5. BACKGROUND

- 5.1 At the previous HR Committee a discussion was held regarding the graduate management programme and a request was made for further information on the selection process. A need to expand publicity for future recruitment to the Council's Graduate programmes was identified in view of the equalities data presented on candidates. The Committee were concerned to ensure balanced recruitment with representation from all sectors of the Community including hard to reach groups and females. This report details the selection process undertaken.
- 5.2 The current Graduate Management Programme is an 18 month programme which incorporates a 12 month placement in one the Council's six directorates and for the first time, a six month placement in a partner organisation. There are currently four partner organisations: Bouygues UK, Canary Wharf Group, East Thames Group and Gallions Housing Association. Officers are currently liaising with additional organisations to expand the scheme for further placements.
- 5.3 Since their engagement in January 2012, 3 graduates out of the current cohort of 21 have secured jobs within the Council.

6. BODY OF REPORT

- 6.1 The recruitment process started in October 2011 with the programme publicised in East End Life and the Council's internet and job portal site.
- 6.2 There were 211 completed applications received for the 2012/13 Graduate Management Programme, of which 93 applications were shortlisted. Candidates were shortlisted having met the requirements of the person specification and the specific minimum criteria highlighted in the advertisement i.e. must be a local resident, and achieved at least a 2:2 degree.
- 6.3 The recruitment panel for this process were experienced recruiters, having carried out recruitment for previous graduate and apprenticeship programmes over a number of years. In line with our recruitment process the panel was made up of male/female and BME representation.
- 6.4 Appendix one shows a breakdown of the recruitment process against equality strands. Tower Hamlets equalities reporting is based upon the categories used in National Censuses – Asian, Black, White, and Mixed/Dual Heritage & Other Ethnic Background. This standard has been utilised by the Council since 2003. The use of these categories allows for direct comparability of Tower Hamlets data and facilitates benchmarking against other local authorities.

However, in line with the Equality and Human Rights Commission guidance, Tower Hamlets ethnic categories have been expanded to include 'Asian – Bangladeshi', to better reflect the ethnic make up of residents and employees.

- 6.5 Following the initial shortlisting stage, applicants were asked to complete 3 separate online assessments - numerical reasoning, verbal reasoning and graduate dilemmas. Psychometric tests are tests which can be systematically scored and administered. They are supported by a body of evidence and statistical data which demonstrates their validity, and are used in an occupational setting to measure individual differences (for example in ability, aptitude, attainment, intelligence or personality). As part of the publicity applicants were informed if they were shortlisted to the second stage of the process they would be required to complete three online assessments.
- 6.6 The testing was used to supplement the recruitment process and to provide information that could be explored at interview stage. A shortlisting ratio of 1:4 (21.86) was achieved which provided the Council with a wide pool of candidates to recruit from. There were a total of 85 candidates who completed the assessments out of 93. All of the candidates averaged an overall mid range score between 40% – 57%.
- 6.7 The interview assessed the candidates' interest in local government, their understanding and knowledge of issues facing Tower Hamlets, skills in relation to research, analysis and problem solving. The interviews were carried out by two recruitment panels consisting of staff from the HR Strategy Team. The panels were provided with guidelines on the scoring system and at the end of all the interviews both panels met to discuss the responses from candidates to ensure consistency. The top 21 candidates from the interview process were then selected for the programme. The outcome of the online assessments helped to identify individual strengths of successful candidates and appropriately match their skills to their placements.
- 6.8 At the end of the process there was a concern that the number of females interviewed compared to the number of successful female candidates was low. Despite a carefully constructed interview with probing questions the response did not meet the standard expected. The responses and decisions made were reviewed by both panels to ensure consistency and fairness. All unsuccessful candidates were offered feedback following recruitment.
- 6.9 As part of the Council's approach to future graduate programme recruitment a number of new initiatives will be implemented:
 - Expand publicity campaign working closely with community groups to attract a diverse representation of the community
 - Facilitate engagement with local groups: for example a study was recently completed on worklessness of females in the Somali and Bengali population
 - Targeted recruitment towards females to attract them to a career in Local Government

- Offer interview skills workshops to candidates selected for interviews with this particularly being targeted towards females.

7. COMMENTS OF THE CHIEF FINANCIAL OFFICER

7.1 There are no financial implications as a direct result of this report. Funding was agreed and committed from the Council’s Workforce to Reflect the Community budget.

8. CONCURRENT REPORT OF THE ASSISTANT CHIEF EXECUTIVE (LEGAL SERVICES)

8.1 There are no legal issues to consider as part of this report.

9. ONE TOWER HAMLETS CONSIDERATIONS

9.1 An equalities breakdown is provided at section 6.2.

10. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

10.1 There are no implications.

11. RISK MANAGEMENT IMPLICATIONS

11.1 There are no direct risks as a result of this report.

12. CRIME AND DISORDER REDUCTION IMPLICATIONS

12.1 There are no implications.

13. EFFICIENCY STATEMENT

13.1 No changes to service delivery or the use of resources are proposed.

14. APPENDICES

None

**Local Government Act, 1972 Section 100D (As amended)
List of “Background Papers” used in the preparation of this report**

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| Brief description of “background papers” | Name and telephone number of holder and address where open to inspection. |
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Appendix one

Graduate Management Programme 2011-12 >>> Candidate profile by ethnicity

| Ethnicity | Applicants | % | Shortlisted | % | Appointed | % |
|--|------------|-------|-------------|-------|-----------|-------|
| Asian / British Asian - Bangladeshi | 164 | 77.7% | 83 | 89.2% | 18 | 85.7% |
| Asian / British Asian - Chinese | 2 | 0.9% | | | | |
| Asian / British Asian - Indian | 8 | 3.8% | 2 | 2.2% | | |
| Asian / British Asian - Pakistani | 2 | 0.9% | | | | |
| Black / Black British - Caribbean | 2 | 0.9% | | | | |
| Black / Black British - Other African | 9 | 4.3% | 3 | 3.2% | | |
| Black / Black British - Somali | 8 | 3.8% | | | | |
| Decline to state | 2 | 0.9% | | | | |
| Mixed/ Dual Heritage - White & Black African | 1 | 0.5% | | | | |
| Mixed/ Dual Heritage - White & Black Caribbean | 1 | 0.5% | | | | |
| Other ethnic background (specify) | 1 | 0.5% | | | | |
| White - English | 7 | 3.3% | 4 | 4.3% | 2 | 9.5% |
| White - Irish | 1 | 0.5% | 1 | 1.1% | 1 | 4.8% |
| White - Other (specify) | 3 | 1.4% | | | | |
| Total | 211 | | 93 | | 21 | |

Graduate Management Programme 2011-12 >>> Candidate profile by disability

| Disability | Applicants | % | Shortlisted | % | Appointed | % |
|------------------|------------|-------|-------------|-------|-----------|---|
| Decline to state | 2 | 0.9% | 1 | 1.1% | | |
| No | 203 | 96.2% | 88 | 94.6% | | |
| Yes | 6 | 2.8% | 4 | 4.3% | | |
| Total | 211 | | 93 | | | |

Graduate Management Programme 2011-12 >>> Candidate profile by sexual orientation

| Sexual Orientation | Applicants | % | Shortlisted | % | Appointed | % |
|-------------------------|------------|----------|-------------|----------|-----------|---|
| Bisexual | 2 | | | | | |
| Decline to state | 3 | | | | | |
| Gay Man | 1 | | | | | |
| Heterosexual / Straight | 205 | | | | | |
| Total | 211 | 0 | 0 | 0 | | |