

|  |                                   |
|--|-----------------------------------|
| <b>Committee(s):</b><br>Establishment Committee                        | <b>Date:</b><br>16 September 2016 |
| <b>Subject:</b><br>Attracting Talent – Programme Outline               | <b>Public</b>                     |
| <b>Report of:</b><br>Director of Human Resources                       | <b>For Information</b>            |
| <b>Report author:</b><br>Chris Formosa - Town Clerks - Human Resources |                                   |

### **Summary**

This report outlines the Attracting Talent programme co-ordinated within HR. The programme aims to:

- review and update the City of London Corporation's employer brand
- reduce barriers to entry
- support workforce plans and succession planning

### **Recommendation(s)**

Members are asked to note the report.

### **Main Report**

#### **Background**

1. This report is presented to the Committee to provide an overview of the Attracting Talent programme. It addresses the strategic issues identified by the Equalities Monitoring report presented to this Committee in June 2016 in relation to creating a more diverse workforce. The wider project brief also aims to address departmental workforce plans, succession planning, and reviewing the City Corporation's employer brand.
2. The report is intended to be read in conjunction with the Attracting Talent slide presentation (attached as Appendix 1) which provides general recruitment data as supporting evidence to contextualise the programme of work.

### **Current Position**

3. Following the completion of a full-scale review of recruitment data and processes, a number of areas for improvement were identified. Appendix 1 which supports this report gives a breakdown of the respective issues identified.
4. Generally speaking, the objectives of the programme seeks to:
  - i) review and renew the City Corporation's image as an employer to enable the attraction of a diverse applicant base
  - ii) level the playing field for applicants by tackling the potential for unconscious bias in decision making processes
  - iii) maximise the City Corporation's use of technology to both aid and improve the recruiting manager and candidate experience
  - iv) support succession planning and departmental workforce plans

### **Reviewing the City Corporation employer brand and image**

5. Part of the project seeks to consider how the City Corporation is perceived as an employer. The brand and image of the City Corporation through its recruitment advertising and applicants' experience is crucial to attracting a diverse and high quality pool of potential candidates. The review will look at what it is that attracts applicants and what prevents or acts as a disincentive to applying for jobs.

### **Reducing barriers to entry**

6. The data (within slides 8-10) suggest that the organisation draws from a more limited demographic than is representative of the community we serve. We also know that the makeup of the workforce is also not representative. Whilst it is difficult to isolate any particular factor, a growing trend across industries, is to seek to address innate unconscious biases with particular focus on the recruitment and selection process.
7. In order to reduce barriers to entry and implicit unconscious biases, our intention is to tackle this both on a procedural and human level respectively.
8. On a procedural level, an example would be by altering processes. For example by piloting 'anonymised' applications where information that may reveal an applicant's identity (e.g. name, gender, address, educational establishment) is not visible to the panel during shortlisting. Within HR, an exercise to assess the impact of 'anonymised' applications in the shortlisting process is currently being undertaken and the findings of this will be reported to the Committee on completion.
9. Engagement with students across surrounding boroughs continues to be led by Economic Development and DCCS, and HR is actively working with colleagues across the organisation to develop the City Corporation's new apprenticeship scheme. The way we recruit our apprentices will be aligned to the objectives of the Attracting Talent programme. Outreach work is planned as part of the new apprenticeship scheme going forward. A separate report on the new apprenticeship scheme will be reported to a future meeting of the Committee.

## **Candidate Experience**

10. As part of our efforts to improve the candidate experience during the recruitment process, there will be an end-to-end review from application to appointment with the intention of streamlining simplifying and shortening the process particularly for roles at Grades A-C. The possibility of introducing a talent pool system to maintain a bank of appointable but unsuccessful candidates will be explored.

## **Corporate & Strategic Implications**

11. The Attracting Talent programme is a direct response to the City Corporation's commitment to creating a diverse workforce representative of the community it serves. It also supports and complements the work of other departments and key strategies such as *The City Business*, *Employability Framework* the *Education Strategy* and the *Children and Young People's Plan*.

## **Conclusion**

12. This report outlines the Attracting Talent programme which has been developed to contribute towards creating a more diverse workforce and the organisation's commitment to promote equality and attain a workforce representative of the wider community it serves. The programme supports departmental workforce plans and succession planning and contributes towards a number of the City Corporation's wider objectives. Further reports will be presented to the Committee as the programme progresses.

## **Appendices**

Appendix 1 – Supporting Data (September 2016)

### **Chris Formosa**

Strategic HR Project Manager

T: 020 7332 1007

E: [chris.formosa@cityoflondon.gov.uk](mailto:chris.formosa@cityoflondon.gov.uk)