WORKING GROUP 5 Staff Recruitment and Monitoring

Objective	Priority Rating	Specific Actions	Baseline Data and/or Rationale	Impact Measures
OBJECTIVE 4: SUPPORTING STAFF CAREER PROGRESSION : RECRUITMENT AND MONITORING Specific Objective : Improvements in recruitment and monitoring processes for staff and on exit from the Department	MEDIUM	4.1 Focus groups with newly appointed staff to assess feedback on the recruitment process (particularly focusing on those males that have joined the Department).	**Baseline Data** Between 2019-2021 approximately 10% fewer males have applied for advertised job roles and more females than males are likely to be appointed. **Rationale** We want males and females to have an equal opportunity for appointment and want to attract more males to apply for positions within our Department.	Numbers of those attending at the focus group for colleagues (joining us in the last 6 months). Qualitative evidence collected to inform recruitment and advertising policies. Responses to an additional survey question(s) to identify change going forwards (see also 4.2).
OBJECTIVE 4: SUPPORTING STAFF CAREER PROGRESSION : RECRUITMENT AND MONITORING Specific Objective : Improvements in recruitment and monitoring processes for staff and on exit from the Department	LOW	4.2 Undertake an audit on shortlisting decisions.	**Baseline Data** Between 2019-2021 approximately 10% fewer males have applied for roles and more females than males are likely to be appointed. **Rationale** We want to review the decisions made on appointments at the shortlisting stage to identify whether any changes to our process are required.	Decisions based on audit to develop a new action plan to inform change in departmental guidance and policy. Evidence of changes made to policy and practice in our Departmental procedures (where necessary and informed by the outcome of the audit).

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OBJECTIVE 4: SUPPORTING STAFF CAREER PROGRESSION : RECRUITMENT AND MONITORING Specific Objective : Improvements in recruitment and monitoring processes for staff and on exit from the Department	LOW	4.3 Monitor gender balance of interviewers on recruitment panels.	**Baseline Data** Table 9 in the report summarises gender balance on recruitment panels. In 2019 (62% female), in 2020 (66% female), in 2021 (75% female). **Rationale** We want to make sure that candidates attending interviews are represented by males and females in our Department.	Aspire to achieve near gender parity (50:50) and not less than departmental profile (ie 70:30 women to men) on recruitment panels by 2027. Data will continue to be collected to record the gender balance on each recruitment panel going forwards.
OBJECTIVE 4: SUPPORTING STAFF CAREER PROGRESSION : RECRUITMENT AND MONITORING Specific Objective : Improvements in recruitment and monitoring processes for staff and on exit from the Department	LOW	4.4 Develop an exit survey to track gender, grade, reason for leaving and destination on exit from the Department.	**Baseline Data** The numbers of staff leaving has increased successively since 2017 - see Table 7 in the report. Our highest levels of staff leaving were in 2020 and 2021 during the pandemic. **Rationale** We need to understand more about why staff leave our Department and use this information to inform an action plan that will help maintain staff progression.	The exit survey will record information from those staff leaving the Department. Response rates will increase to 90% by 2027. To evaluate the results of the survey year on year and where necessary develop actions to support staff accordingly (this may for example link back into our PDR process or support for our LMs).