

Draft Equality Impact Assessment (EQIA) on Invest NI's Recruitment & Selection Policy

September 2004

Section 75 of the
Northern Ireland Act 1998



INVEST NI Recruitment & Selection Policy Equality Impact Assessment

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PREFACE

Further to the statutory duties contained within Section 75 of the Northern Ireland Act 1998, Invest NI committed to carrying out an equality impact assessment (EQIA) on each policy or group of co-joined policies where screening had indicated that there may be significant implications in relation to one or more of the nine equality dimensions.

This draft report has been made available as part of the Formal Consultation stage of the EQIA relating to the **Recruitment & Selection Policy**. We would welcome any comments which you may have in terms of this EQIA and including our preliminary recommendations with regard to measures to mitigate adverse impact and alternative policies.

Further copies of this EQIA report are available on Invest NI's website at www.investni.com/equality/eqias

If you have any queries about this document, and its availability in alternative formats (including Braille, disk and audio cassette, and in minority languages to meet the needs of those who are not fluent in English) then please contact:

**The Equality Unit, Invest NI, Floor 7,
45-58 May Street, Belfast BT1 4NN**

Telephone: 028 9069 8264 or 028 9069 8268

Textphone: 028 9055 2100

Fax: 028 9049 0490

E-mail: equality@investni.com

Deadline for comments will be: **Friday 3 December 2004.**

Following consultation the Final Report will be made available in **February 2005.**

INTRODUCING INVEST NORTHERN IRELAND

Invest Northern Ireland (Invest NI) was established as a corporate body under the Industrial Development Act 2002, to work in partnership with the Department of Enterprise, Trade and Industry (DETI) in order to stimulate and encourage economic development in Northern Ireland.¹

As Northern Ireland's economic development agency, Invest NI has brought together the activities formerly undertaken by the Industrial Development Board (IDB), the Local Enterprise Development Unit (LEDU), the Industrial Research and Technology Unit (IRTU), the Business Support Division of the Department of Enterprise Trade and Investment and the business support functions of the NI Tourist Board.

Invest NI's **mission** articulated in its first Corporate Plan for the period 2002-05 is:

'To accelerate economic development in Northern Ireland, applying expertise and resources to encourage innovation and achieve business success, increasing opportunity for all within a renewed culture of enterprise.'

In line with this Mission, our **key objectives** are:

**To promote innovation in all its aspects, stimulate higher levels of research and development, design and improve knowledge transfer
To achieve higher levels of growth by indigenous and externally-owned businesses**

To promote a more enterprising culture in Northern Ireland so as to raise overall level and quality of business starts

To attract high quality, knowledge-based investment from outside of Northern Ireland

And our **vision** is set out as follows:

Our Role

We will be a world class economic development agency

We will be forward looking champions of innovation, entrepreneurship and internationalism

¹ Further details of founding legislation, roles, powers and responsibilities can be found in Invest NI's Management Statement and Financial Memorandum, issued by DETI (April 2002) and available on request from the Equality Unit.

Our Customers

We will understand our customers, communicate clearly with them and add value through responsive service delivery

We will concentrate our efforts where our support has the greatest potential to increase wealth and economic prosperity throughout Northern Ireland.

Our Staff

We are an organisation of high-calibre people. We will value individuals, recognise their contribution and encourage them to develop their full potential. We will offer clear leadership within a stimulating and rewarding working environment.

We will work as motivated teams with mutual respect and trust, communicating effectively with each other, challenging ourselves and delivering services professionally.

We will take and seek prompt, effective decisions, accepting corporate and personal responsibilities.

In support of these vision statements, Invest NI values guide how we work together. The values demand that we are customer focused, professional and that we operate in a way that facilitates teamwork, creativity, integrity, respect and enthusiasm.

A new Corporate Plan for the three year period 2005-08 is in preparation.

The organisation is structured into three main groups to achieve its vision and to deliver its aims and objectives. The three groups are:

Innovation and Capability Development Group

Clients' Group

Corporate Services Group

Currently Invest NI operates from the following locations in Northern Ireland:

Headquarters²

45-58 May Street, Belfast BT1 4NN

Upper Galwally, Belfast BT8 6TB

17 Antrim Road, Lisburn, BT28 3AL

Local Offices

North Eastern: Clarence House, 86 Mill Street, Ballymena BT43 5AF

North Western: Unit 1, Ulster Science & Technology Park, Buncrana Road, Londonderry BT48 0JB; Science Innovation Centre, Cromore Road, Coleraine BT52 1ST

² At the present time, plans are advanced for a single-site Belfast Headquarters to replace the three existing HQ locations.

Southern: 6-7 The Mall, Newry BT34 1BX; Oracle Conference Centre,
Upper Bann Institute, 36 Lurgan Road, Portadown BT63 5BL
Western: 47 Kevlin Avenue, Omagh BT78 1ER; INTEC Centre, 36 East
Bridge Street, Enniskillen BT74 7BT
Eastern: 45-58 May Street, Belfast BT1 4NN

International Operations

Invest NI also has offices spread across three global regions. These offices are staffed either by contract or seconded staff from HQ who are recruited solely for short-term overseas contracts but with the potential for contract extension or permanency in a post in Northern Ireland. (Numbers of seconded staff in each location are shown below in brackets.)

Europe – London (1); Dublin (2); Brussels (0); Dusseldorf (1)

North America – Boston (1); Chicago (1); Washington DC (1); Atlanta (0); San Jose (2)

Asia/Pacific – Seoul; Tokyo; Taipei (serviced by contract staff only)

Each region is managed by a service provider sourced by tender through the European Journal. The service provider is responsible for operational matters with ultimate responsibility resting with the Belfast-based Director of International Sales and Marketing and the Managing Director International Clients.

INVEST NI and SECTION 75

Section 75 (1) of the Northern Ireland Act 1998 requires that Invest NI shall, “in carrying out its function relating to Northern Ireland, have due regard to the need to promote equality of opportunity” between the following nine Section 75 dimensions:

- Persons of different religious belief, political opinion, racial group, age, marital status or sexual orientation;
- Men and women generally;
- Persons with a disability and persons without; and
- Persons with dependents and persons without.

In addition and without prejudice to these obligations, in carrying out its functions relating to Northern Ireland Invest NI is also committed to have due regard to the desirability of promoting good relations between persons of different religious belief, political opinion or racial group.

Invest NI's Equality Scheme was approved by the Equality Commission on November 19th 2003. Our scheme sets out arrangements as to how we propose to fulfil the obligatory duties determined through Section 75 legislation and its implementation. The Equality Scheme acknowledges the commitment to carry out equality impact assessments and policy reviews on existing policies and to develop new policies as required.

Invest NI conducted Equality Screening Consultations internally and externally as a method of screening all policies, written and unwritten, to assess which policies may potentially impact on equality of opportunity and/or good relations obligations. Each policy was considered using the following criteria during the initial screening process:

- (a) Is there any evidence of higher or lower participation or uptake of different groups?
- (b) Is there any evidence that different groups have different needs, experiences, issues and priorities in relation to the particular policy?
- (c) Have consultations with relevant groups, organisations or individuals indicated that particular policies create problems, which are specific to them?
- (d) Is there an opportunity to better promote equality of opportunity or better community relations by altering the policy or working with others in Government Departments /education or in the larger community?

INVEST NI's RECRUITMENT and SELECTION POLICY

POLICY AIM

Operating within the context of our mission and strategic objectives, Invest NI's recruitment and selection policy aims:

To recruit and select staff using fair and equitable procedures that promote equality of opportunity and ensure that the most suitable person is appointed or promoted.

POLICY BACKGROUND

Relevant Legislation

In the development and operation of this policy, the following principal legislative provisions are referred to:

- The Commissioner for Complaints (Northern Ireland Act) 1969
- The Sex Discrimination (Northern Ireland) Orders 1976 and 1988
- The Sex Discrimination (Gender Reassignment) Regulations (Northern Ireland) 1999
- The Equal Pay (Northern Ireland) Act 1970, as amended in 1984
- The Fair Employment and Treatment (Northern Ireland) Order 1998 as amended in 2003
- The Disability Discrimination (Northern Ireland) Act 1995
- The Equality Disability (Northern Ireland) Order 2000
- The Race Relations (Northern Ireland) Order 1997 as amended
- Section 75 of the Northern Ireland Act 1998
- Rehabilitation of Offenders (Northern Ireland) Order 1978 and Exception Orders
- Employment Equality (Sexual Orientation) Regulations (Northern Ireland) 2003
- Fixed-Term Employees (Prevention of Less Favourable Treatment) Regulations (Northern Ireland) 2002
- Part-time Workers (Prevention of Less Favourable Treatment) Regulations (Northern Ireland) 2000
- Council Directive No 76/207/EEC – (Age Equality)

Policy Stakeholders

Invest NI recognises the potential impact of this policy on employees, potential employees, applicants, potential applicants, clients, the local community and other members as covered by the role “stakeholder”. This list is not exhaustive.

Invest NI Staffing Arrangements

Under the Industrial Development Act 2002, Invest NI was vested with the power to appoint, grade and remunerate staff, subject to the approval of its sponsoring government department, the Department of Enterprise Trade and Industry (DETI) and the Department of Finance and Personnel (DFP).

Invest NI’s Management Statement and Financial Memorandum indicates that the level and structure of Invest NI’s staffing, including gradings and numbers of staff, is to be appropriate to its functions and the requirements of efficiency, effectiveness and economy and that the performance of staff at all levels is satisfactorily appraised for the purposes of performance pay and, where appropriate, promotion.

Section 7 of the Memorandum indicates that, from its inception (April 2002) to the end of the three year transition period (April 2005), Invest NI would be staffed by a combination of those directly employed by Invest NI along with civil servants on temporary transfer from DETI. From 2005 it is intended that Invest NI will employ its own staff. In the meantime (to March 31st 2005) seconded staff will retain the option of either joining Invest NI on a permanent basis or transferring back to the NICS.

Invest NI has responsibility for the development and implementation of its human resources’ management policies, including recruitment, promotion, training, industrial relations, matters of discipline and staff development. At the same time the terms and conditions of Invest NI staff are broadly comparable to those currently in place across the NICS.

On the formation of Invest NI in April 1st 2002, a total of 203 staff who worked for both LEDU (n = 198) and the NITB’s accommodation and business support unit (n = 5) transferred on a permanent basis and these staff are now contracted as permanent employees of Invest NI.

Alongside these staff, 454 NICS staff working for IDB, IRTU and the Company Development Programme were transferred to Invest NI on a three-year temporary arrangement. These staff retain the right to return to NICS during this time but if a request is made formally to return to the NICS then the individual is no longer eligible to compete for promotion opportunities within Invest NI unless these are externally advertised.

The total staffing figure of 657³ fell significantly short of Invest NI’s formal staffing allocation of 738 full time equivalent posts. This was because the former agencies had adopted a policy of not filling vacancies in the run-up to

³ This figure related to 1 April 2002

the establishment of the new body. This shortfall, coupled with the return of staff to the Northern Ireland Civil Service, meant that Invest NI had to recruit a significant number of staff in the first 18 months of its existence.

Therefore from May 2002 Invest NI embarked on a major recruitment campaign to increase staff numbers in line with optimum service delivery. For example, between May 2002 and March 2003:

6842 requests for information were sent out,
3457 applications were received
164 appointments were made.

Following this extensive campaign the numbers of new recruits to the organisation has fallen significantly. Between April 2003 and March 2004:

1930 requests for information were sent out (28% of 02/03)
968 applications were received (28% of 02/03)
55 appointments were made (33% of 02/03)

INVEST NI's RECRUITMENT and SELECTION PROCEDURES

The procedures that currently apply were agreed with NIPSA (the recognised trade union for Invest NI). The approach was based on many of the protocols used previously by the NICS Recruitment Service but modified to take account of Invest NI's status as a non-departmental public body (NDPB). This has resulted in a hybrid or mixed-model approach whereby different procedures operate for different grades of staff, broadly as follows⁴:

1. Administrative / First Level Supervisory Staff

Delivered: External Recruitment Agency and In-house

Techniques: Shortlisting, psychometric tests⁵; Final selection, criterion-based interviews (derived from NICS guidelines)

2. Client Officers / Team Leaders / Administration Managers (Staff Officer Grade)

Delivered: In-house

Techniques: Shortlisting, interviews; Final selection, criterion-based interviews (derived from NICS guidelines)

3. Client Executives / Technical Executives / Business Improvement Advisors / Specialist Posts

Delivered by: In-house and External Consultants for Specialist Posts

Techniques: Posts filled on a cluster basis, (using shortlisting interviews, final selection using criterion-based interviews with job-sampling (e.g. case study) techniques)

4. Senior Management Posts

Delivered by: In-house and External Consultants

Techniques: Three stage selection process, using shortlisting interviews, final selection using competence-based interviews along with job-sampling techniques (e.g. case studies)

Processing of Applications

All applications are administered by Human Resources staff. Responses to applications are made after initial shortlisting of applications but acknowledgements of receipt are not normally sent. Internal applicants applying for externally advertised vacancies are subject to the same selection procedure as external candidates.

Invest NI operates a criterion based selection system at all levels. For job-specific recruitment competitions, candidates are assessed against selection criteria derived from the personnel specification requirements. For other recruitment competitions that are used to recruit directly to a grade or job

⁴ In most cases (but excluding Senior Management posts) Invest NI has set up supply lines of staff using reserve/call off lists (mainly to fill vacancies created by NICS staff returning to a posting in the NICS), whereby successful candidates could be made available by appointment at relatively short notice.

⁵ See appendix 8

cluster (such as Team Leaders/Administration Managers), standard criteria derived from the NICS competence framework have been tailored to meet Invest NI requirements. This is an interim arrangement as Invest NI is planning to develop a bespoke Assessment Framework, based on Knowledge, Skills, Experience and (role specific) Competences, referred to as **KSECs**.

The NICS competence framework (again tailored to meet Invest NI requirements) is currently used to fill vacancies at Senior Civil Service level (Grade 5 and above), but in the longer term there are plans to cover these posts by the Assessment Framework referred to above.

Recruitment Procedure

When considering whether or not a vacancy exists, the following procedure is followed:

- a. Human Resources Management liaise with the Top Management Team to agree an annual staffing budget and recruitment plan and Human Resources staff regularly liaise with Directors in order to assess ongoing requirements.
- b. The Human Resources Director prepares a quarterly report on corporate staffing needs to the Senior Management Team and a rolling six month recruitment schedule. Human Resources then operate the recruitment schedule on the basis that it will provide 'advertisement slots' throughout the year, taking into account the most appropriate time to advertise externally.
- c. Requests for new/replacement staff are assessed to confirm the business need and the availability of budget to meet projected costs.
- d. Line managers requesting a new post to be filled must summarise the business case signed by the appropriate Director and countersigned by the Human Resources Director.
- e. If a need is confirmed, the vacancy may be filled either by internal transfer, by referencing a reserve list, or through a new recruitment process.
- f. All posts at Grade 7 and above are normally advertised externally.
- g. A decision to advertise or trawl internally may be made where this may avoid potential redundancy, for example in situations of restructuring or redeployment within existing headcount.⁶ Internal candidates applying for externally advertised vacancies are subject to the same selection process as external candidates.
- h. NICS staff on transfer to Invest NI but who have formally opted to return to the NICS are not eligible to apply for internally advertised vacancies but may apply for externally advertised vacancies.

⁶ Since December 2002 there have been 14 internal trawl exercises which have resulted in the appointment of 33 people. These trawls were implemented during the establishment of Invest NI and reflected exceptional staffing arrangements which operated at that time.

Steps in the Recruitment Process⁷

Following these initial determinations, the following steps are normally followed:

- a. The line manager together with Human Resources ensures that an 'Information for Applicants Pack' is produced and draft advertisement prepared. A selection panel is appointed.
- b. Draft job details are forwarded to NIPSA for agreement.
- c. Advertisements are placed in relevant local (i.e. Belfast Telegraph, Irish News, Newsletter) and national press, and are posted on the Invest NI and nijobs.com websites. All staff who are on duty are notified of externally advertised post via email on the first day of publication.
- d. Requested information packs and application forms are sent out by Human Resources.
- e. Shortlisting of candidates is carried out by the selection panel and those candidates deemed acceptable at shortlisting are called for the interview stage(s) of the selection process.
- f. Selection tests may be used if considered necessary to aid objective assessment and provide additional information as to candidate suitability.
- g. The criteria-based interview stage(s) may involve job sampling procedures to consider the ability of candidates to successfully undertake key tasks.
- h. The final decision is made by the interview panel.
- i. The appointment process (including determination of starting salary) is co-ordinated by Human Resources. Job offers are made conditional upon satisfactory references, health declarations and evidence of qualifications.
- j. Where more than one candidate is deemed suitable for appointment, reserve candidates' details normally remain active for 12 months unless otherwise stated.

Determination of Starting Salary on Appointment

The Chairperson of the selection panel, assisted by Human Resources, is normally responsible for deciding upon a suitable starting salary on appointment. Wherever possible, the candidate will be offered the minimum point of the scale. However, it is recognised that individual circumstances and/or market conditions may require flexibility to ensure that the successful candidate is appointed. Invest NI is undertaking an Equal Pay Review Programme in consultation with the recognised trade union (NIPSA) and starting salary on appointment will be one of the issues to be considered at that time.

Debriefing / Feedback

Candidates are provided with feedback on request. Since April 1st 2002, 186 feedback letters have been issued and a similar number of feedback interviews have been conducted.

⁷ To make clear the process in its entirety a 10-Step Process Map, from vacancy to employment, has been developed. This provides detail on each stage of the process and including timings, actions, issues and options.

Monitoring Arrangements

In line with the Fair Employment and Treatment (Northern Ireland) Order 1998 all applicants are asked to complete a monitoring form. This form collects information on religious belief, race/ethnic origin, gender and district council area.

Training of Panel Members

Training and guidance from Human Resources is given to members of panels to enable them to carry out their task. All panel members also receive criterion-based interview training before they participate on a panel. Prior to each panel sitting, a pre-interview panel meeting is held for between one and two hours to update the panel on Equal Opportunities, including recent developments and new case law.

Temporary Staff

A small number of temporary staff work for Invest NI. Normally these staff are hired through employment agencies who remain the employer and a contract is entered into with the recruitment agency.⁸

⁸ In total 16 staff were engaged in this capacity in July 2004.

CONSIDERATION OF DATA and AVAILABLE RESEARCH

In carrying out this EQIA, Invest NI has taken into account a wide range of data and research findings and including the following:

Invest NI Staff Profile
NISRA Profile of NICS Seconded Staff
Invest NI Article 55 data
Invest NI Recruitment Monitoring Information
Evaluation of Induction Practice Report (October 2003)
Invest NI Staff Attitude Survey 2003
PWC Report 'As-Is Analysis and Findings of Current Approach to Recruitment and Selection' (June 2003)

Raw data are included in full in the Appendix while summary statistics and commentaries on these data are included below. Data referring specifically to NICS seconded staff have not been included in the main body of the report but are given in **Appendix 4**.

Invest NI Staff Profile

Invest NI Employees by Gender and Religion (1/12/2003)

Religion by Gender		Religion Summary		Gender Summary	
Male Protestant	95 (22%)	Protestants	223 (51%)	Male	183 (42%)
Female Protestant	128 (29%)				
Male Roman Catholic	70 (16%)	Roman Catholics	181 (41%)	Female	256 (58%)
Female Roman Catholic	111 (25%)				
Male Non Determined	18 (4%)	Non Determined	35 (8%)		
Female Non Determined	17 (4%)				
Totals	439 (100%)		439 (100%)		439 (100%)

A further series of breakdowns by age, gender, religion and grade are included in **Appendix 5**. In summary these tables indicate that:

Invest NI staff includes a fair representation of Protestant and Catholic, with 51% Protestant and 41% Catholic (8% non-determined). These figures compare favourably with those derived from the 2001 Census for Northern Ireland (53.13% Protestant, 43.76% Catholic).

Across grades, the representation of Catholics and Protestants is uniform. 42% of the staff are male and 58% female.

There is an over-representation of males at DP grade and above, counterbalanced by an over representation of females at EOII.

The average age of staff indicates a younger age profile in the grades AA to Staff Officer with a slightly older average age at DP grade and above.

There was no significant disparity between the average age of employee by grade, religion or gender.

Disability

In terms of *disability*, the proportion of staff in Invest NI (including NICS secondees) who declared themselves as having a difficulty in relation to either mobility, access or disability (4.5%)⁹ was almost identical to the NICS (4.6%).

Invest NI Article 55 Data

In order to comply with Article 53 to 54 of the Fair Employment and Treatment (NI) Order 1998 and the Fair Employment (Monitoring) (Amendment) Regulations (Northern Ireland) 2002, Invest NI completes annual returns to the Equality Commission. **Appendix 6** contains a table which outlines the composition of Invest NI staff by Standard Occupational Classification (SOC). (As Invest NI has not yet been in existence for three years there has not been a requirement to complete an Article 55 review of composition and employment practices to ensure the provision of fair participation among the Protestant and Roman Catholic communities.)

At this time staff monitoring information by dependancy, sexual orientation and political opinion is not available.

Invest NI Recruitment Monitoring Information

Monitoring Information I: Recruitment by SOC

Monitoring information in relation to applicants, those shortlisted and those appointed by Standard Occupational Classification (SOC) between April 2002 and March 2003 has been analysed by gender and religion. Tables summarising this information are included in **Appendix 7**.

Monitoring Information II: Selected Recruitment Exercises

For the purposes of the EQIA a random selection of recruitment exercises was chosen to establish relative success rates during the selection process. Information was considered with regard to the following seven recruitment exercises:

Director IEIP (Grade 5)

⁹ This information was gathered from a 2003 Invest NI Access Audit.

SDM (Service Development Manager) (Grade 7)
DHPO – Deputy Head of Press Office (DP)
Finance Officer (EO1)
Assistant Scientific Officer (AO)
Client Manager
Human Resources Officer (EO1)

Appendix 7 contains further information on each recruitment exercise and including breakdowns by race, age, disability, gender and religion.

In summary, these data suggest that Invest NI has been able to attract a reasonable proportion of applications from both communities, with a slight majority of Catholics applying for SOC Group 1 posts but a majority of Protestants applying for posts within SOC Groups 2, 3 and 4. The data suggests that the outcome of the selection process fairly reflects the applicant pool by community background.

The data would further suggest that the proportion of men and women who are shortlisted is largely in accord with application rates by gender, although within SOC Groups 2 and 3 a higher proportion of women appear subsequently to be appointed (although low frequency counts do not allow significant statistical inferences to be drawn).

Overall, there is no evidence to suggest that there is a trend towards particular candidates being shown preference on grounds of religion, gender, disability or race, mindful of the fact that the small numbers of candidates in some of these exercises at the stage of shortlisting and appointment limit the inferences that can be drawn from the data.

In relation to age, while the small numbers do not allow reliable conclusions to be drawn, it is noted that no appointments were made of candidates who were above the age group 35-45 years. Whilst persons older than 45 years were shortlisted they were not appointed. This may be the case in these particular recruitment exercises however it is noted that individuals (aged 45 and above) have been appointed in other competitions.

Evaluation of Induction Practice Report October 2003

During 2003 research was undertaken by the Human Resources Training Team to establish attitudes and practices around induction procedures in Invest NI and to present recommendations based on this research. Twelve focus groups were run during August and September 2003, and the feedback sheets completed after each corporate induction session were also analysed.

While much of this research is not immediately relevant to this EQIA, some significant findings to emerge included the following:

Meeting with the Human Resources Account Manager within two days of starting work was seen as valuable although a follow-up meeting would also be welcome.

More information was requested in relation to pension entitlements and pay scales.

The Invest NI Intranet site was seen as a valuable source of information and including the induction web page.

Working relationships within each working group were seen as good although within wider divisions these relationships were described as poor.

Several staff voiced concern over the lack of clarity they had received about their specific job role and the roles of other team members.

Some staff felt they were not doing the job they had applied for or their contract of employment was not being honoured (e.g. flexible working).

While new recruits had to read copious documentation, there was little information on their job description per se.

Accountability for induction was described as not clearly defined between Human Resources and line managers.

Many felt they were not expected when they arrived and were not even sure of the layout of the building.

Invest NI Staff Attitude Survey 2003

A staff attitude survey was completed during March/April 2003 when 718 staff were invited to complete an on-line questionnaire. 373 completed questionnaires were analysed (52% of Invest NI staff). The report included eight sections. Of particular relevance to this EQIA was Section 4, 'Invest NI as an Employer'.

When asked if existing recruitment and selection arrangements ensure that the best people are appointed, only 36.5% of respondents agreed with this statement. The level of agreement ranged from 20.8% at AO level to 49% at EOII level.

Additional comments were made by 140 respondents (19% of staff). These included a number of comments relating specifically to recruitment, selection or promotion. As might have been expected, at an early stage in Invest NI's development, the survey indicated a wide range of reactions. These views reflect the fact that existing Invest NI staff had not yet adapted to the new recruitment and selection processes (as compared to those used by the predecessor organisations). These feedback comments were reviewed and analysed as part of the independent review of Invest NI's Recruitment and Selection processes conducted by Price Waterhouse Coopers (see next section).

Price Waterhouse Coopers (PWC) Report - 'As-Is Analysis and Findings of Current Approach to Recruitment and Selection', June 2003

The June 2003 report (Phase 1 of the project) aimed to review and benchmark the current approach to recruitment, and to identify suitable options for improvement. This review will be used to inform 'Phase 2' when a recruitment manual for Invest NI is to be drafted incorporating suggested

changes and backed by staff training. Phase 3 will involve an evaluation and review after a 12 month period has elapsed.

The report was based on a desk audit of documentation and consultations involving comparator organisations, together with 20 staff interviews with those involved with recruitment, 41 interviews (predominantly telephone) with staff who had experience of the recruitment process as applicants, and 61 telephone interviews with external applicants.

The report makes reference to a wide range of issues associated with the recruitment and selection procedures. Of particular relevance to the EQIA are the following:

Current practice of advertising in all three local papers should be reviewed; the Belfast Telegraph should be used exclusively for the majority of local posts. For other posts appropriate use should be made of journals and local newspapers.

Website capacity should be exploited further and a job board and other information should be clearly signposted and an online process developed. A consistent approach to candidate contact should be adopted, whether internal or external candidates.

Feedback should be provided promptly in writing when requested.

Invest NI should develop a competency framework to reflect requirements associated with various grades and posts, supported by a menu of competency questions by grade or post.

The application form should adopt a standard generic format with a competency based question inserted as appropriate.

The information pack for candidates should include a job description, person specification and the outline of the selection process to be applied, expressed in simple language.

Invest NI should provide clarity as to skills, knowledge and behaviours that are essential and desirable criteria for shortlisting, and these must be made explicit to candidates.

A data management system should be developed that will capture all recruitment information and allow easy analysis.

Standard letter templates should be developed, including acknowledgement cards, late application letter, regret after sift/shortlisting, invitation to interview, regret after interview, invitation to further testing, confirmation form for attendance at testing, regret after testing, holding letter after testing, references requested, reserve list, appointment letter.

The scoring frame should be reviewed to accommodate a consistent framework across each selection exercise

Techniques should be made clear as to how tied candidates can be differentiated.

Panels should continue to operate as presently but with a Human Resources representative always in attendance, in a role as independent advisor with power to intervene when necessary to ensure procedural correctness.

rather 'two headed panels' made up of a Human Resources representative and a line manager should be used.

For volume or senior competitions, shortlisting and/or interviewing may be outsourced.

Training of panel members should be Invest NI tailored.

Many of these recommendations have already been put in place and are now part of the standard recruitment process. Human Resources continue to improve the recruitment process and to incorporate the other enhancements suggested in the PWC report.

PRELIMINARY RECOMMENDATIONS

The creation of Invest NI as a non-departmental public body (NDPB) presented the newly formed organisation with a number of urgent logistical problems and most especially the need to recruit large numbers of staff within a relatively short period of time. This initial recruitment drive took place while simultaneously NICS staff were afforded the right to return to the NICS should they so desire at any time within the first three years of Invest NI's existence.

While the recruitment and selection procedures that have operated since April 2002 are relevant to the EQIA, equally the EQIA should not be focused on an historical review but should concern itself with current and future procedures and whether they will afford equality of opportunity in relation to Section 75 obligations.

A consideration of the current staff profile does not suggest significant imbalances over and above those that characterise other public sector organisations in Northern Ireland, including an under-representation of women in senior management positions. At the same time, there are a number of areas that should be reviewed to ensure that fair participation can be further promoted.

Recommendation 1: With this in mind the ongoing review of recruitment and selection being carried out by Price Waterhouse Coopers (PWC) has identified a number of practical proposals (see p. 16) that should help Invest NI develop good practice.

Recommendation 1: Proposals as outlined in the PWC report dated June 2003 and in particular as summarised in the EQIA should be implemented within an agreed and reasonable time frame.

Recommendation 2: Invest NI has operated criterion-based selection and is proposing, in accordance with the intention of the PWC recommendations, to develop a criterion-based Assessment Framework. This framework needs to cover the knowledge, skills, experience and job specific competences (KSECs) for a wide range of grades/posts. The KSEC framework will be practical and transparent and clearly focused on each job/grade role. Invest NI is mindful of the Fair Employment Tribunal decision in Willis v PANI and Others (Case Ref:00310/98 FET) which considered a competency based assessment exercise. The decision referred to the failure by the interviewers to relate gradings to any particular part of the matters to be assessed and recommended that, "future interview selection panels must identify the extent to which they were impressed by each of the matters they were required to consider." The KSEC Assessment Framework must therefore reflect the guidance in the statutory Codes of Practice, be non-discriminatory, promote equality of opportunity, be transparent and be as objective as possible.

Recommendation 2: The KSEC Assessment Framework currently under development should reflect the guidance in the statutory Codes of Practice, be non-discriminatory, transparent, promote equality of opportunity and be objective where possible.

Recommendation 3: Since the creation of Invest NI, internal trawls have been used relatively infrequently (14 competitions) but nevertheless have resulted in the appointment of 33 people. These measures were seen to reflect the exceptional demands placed on the organisation during its early development and it is not envisaged that such competitions will feature as commonly in the future. Nevertheless the means for determination of representative applicant pools for these competitions and, more generally, the justification for use of internal trawls should be made clear.

Recommendation 3: Internal trawls should only operate in particular circumstances e.g. where this action may avoid a potential redundancy, or in situations of restructuring or redeployment within the existing headcount.

Recommendation 4: While good monitoring information is currently available for some of the Section 75 dimensions (gender; religion; age; disability; race/ethnic origin) the current system does not encompass all nine dimensions.

Recommendation 4: A comprehensive monitoring system, tracking applicants from application through to appointment, should be developed and implemented to encompass all nine Section 75 dimensions.

Recommendation 5: The Chair of the selection panel, assisted by Human Resources staff, currently has responsibility for deciding a suitable starting salary within the grade. The discretion that the Chair may operate could be potentially problematic particularly in the area of equal pay and this should be reflected on, along with the role that Human Resources staff play in this process. Invest NI is conducting an equal pay review programme which will consider the starting salary issue.

Recommendation 5: The determination of the appropriate starting salary for a successful candidate should be the responsibility of the Human Resources Director who will implement any recommendations made as a result of the current equal pay review programme.

Recommendation 6: All members of selection panels currently are required to attend recruitment and selection training but are not mandated to attend refresher training

Recommendation 6: All those who sit on selection panels should be required not only to be trained but also to attend refresher courses after an appropriate period of time and normally within two years of initial training. This training should include reference to Section 75 and associated legislation.

Recommendation 7: Staff surveys indicate a degree of scepticism regarding the fairness of existing procedures and in particular a concern that certain posts already have been earmarked for certain candidates. This perception may be exacerbated by a reliance on interview techniques that can be construed as favouring those with experience of related posts and in particular where access to that experience may be limited.

Recommendation 7: Invest NI must continue to ensure that its recruitment and selection procedures are open, transparent and relevant and that procedures afford equality of opportunity for all applicants.

Recommendation 8: In circumstances including those where there is insufficient capacity within Human Resources to handle large-scale recruitment exercises, then external consultants have been engaged. This occurs most often in relation to administrative / first level supervisory staff appointments.

Recommendation 8: Where external consultants are employed then Invest NI must ensure that all selection techniques are valid and reliable, and including all psychometric tests.

Recommendation 9: Where under-representation is identified at any particular grade of post consideration should be given to the utilisation of the affirmative action and positive action provisions under Articles 48 & 49 of the Sex Discrimination (NI) Order 1976; Article 37 of the Race Relations (NI) Order 1997 Article 74 of the Fair Employment and Treatment (NI) Order and Article 29 of the Employment Equality (Sexual Orientation) Regulations (NI) 2003 to welcome applications from members of underrepresented groups. For example, at the present time there is an under-representation of women in senior management posts.

Recommendation 9. Where appropriate and lawful, affirmative and/or positive action advertising will be utilised.

Recommendation 10: Currently, Human Resources staff are in attendance on all interview panels with the exception of those convened to appoint Grade 5 staff and above. This practice would appear to be anomalous.

Recommendation 10: At least one representative of the Human Resources department will be in attendance at all Invest NI selection panels.

Recommendation 11: The information obtained through the review of selected recruitment exercises indicates that the issue of recruitment of candidates in the older age bracket of 45 years and above may be an issue.

Recommendation 11 Invest NI should monitor closely the success rates of older candidates in order to clarify and remove any barriers in relation to selection.

Recommendation 12: The review of selected recruitment exercises as well as a consideration of the overall staff composition of Invest NI indicates that there are few candidates applying for positions who declare themselves to have a disability or are from ethnic minority groups.

Recommendation 12: Invest NI should specifically welcome applicants from minority racial groups and persons with a disability.

FORMAL CONSULTATION

Invest NI wishes to consult as widely as possible on the findings included in this EQIA, together with the preliminary recommendations offered above, The following actions are proposed:

This report will be issued to all consultees listed in our Equality Scheme and to any members of the public on request.

A prominent advertisement will be placed in the Belfast Telegraph inviting the public to comment on this matter in accordance with normal practice.

A copy will be posted on Invest NI's website and on the intranet.

Meetings will be held at appropriate times and venues with Invest NI staff.

Individual consultation meetings will be arranged with staff on request and with representatives of particular interest groups if requested.

Publicity material will be made available at all Invest NI's operational locations.

The report will be made available on request in alternative formats

The arrangements for consultation are being coordinated by the Equality Unit to whom all enquiries should be made.

The closing date for responses is **Friday 3 December 2004**.

DECISION BY THE PUBLIC AUTHORITY

Following the formal consultation period and consideration of the findings from the consultation, Invest NI will reach a decision in terms of the EQIA process and the final Recruitment and Selection Policy, and will ensure that such decisions are implemented.

PUBLICATION OF RESULTS OF EQUALITY IMPACT ASSESSMENT

The outcomes of this EQIA will be posted on Invest NI's website. It will be made available in different formats on request where appropriate.

MONITORING FOR ADVERSE IMPACT

Invest NI will establish a system to annually monitor the impact of the policy in the future on relevant groups. This will be reviewed on an annual basis. The results of the monitoring will be widely and openly revised. If this monitoring/ evaluation shows that the revised policy results in greater adverse impact than predicted, or if opportunities arise which would allow for greater equality of opportunity to be promoted, Invest NI will ensure the policy is revised.

APPENDIX 1: Examples of Section 75 Groups by Dimensions

'Age'

For most purposes, the main categories are: those under 18; people aged between 18 and 65; and people over 65. However, the definition of age groups will need to be sensitive to the policy under consideration. For example, (i) in relation to employment policies the middle aged are often a vulnerable group, pensionable age is different for men and women and legal ages for working and voting vary; (ii) in relation to policies concerning young people then narrower age bands are likely to be more appropriate.

'Marital status'

Married people; unmarried people; divorced or separated people; widowed people.

'Men and women generally'

Men (including boys); women (including girls); transgender people; transsexual people.

'Persons with a disability'

Persons with a disability as defined in Sections 1 and 2 and Schedules 1 and 2 of the Disability Discrimination Act 1995.

'Persons with dependants'

Persons with primary responsibility for the care of a child; persons with personal responsibility for the care of a person with a disability; persons with primary responsibility for the care of a dependant elderly person.

'Political opinion'

Unionists generally; Nationalists generally; members/supporters of any political party; other.

'Racial group'

Chinese; Irish Traveller; Indian; Pakistani; Bangladeshi; Black African; Black Caribbean; White; mixed ethnic group; any other ethnic group; nationality.

'Religious belief'

Protestant; Catholic; Hindu; Jewish; Islam / Muslim; Sikh; Buddhist; other religion ; people of no religious belief.

'Sexual orientation'

Gay; lesbian; bisexual; heterosexual.

(This list is not exclusive but may be amended or added to as appropriate.)

APPENDIX 2: Standard Occupational Classifications

SOC Number	Major Groups
1	Managers and Administrators
2	Professional Occupations
3	Associate Professional and Technical Occupations
4	Clerical and Secretarial Occupations
5	Crafts and Skilled Manual Occupations
6	Personal and Protective Service Occupations
7	Sales Occupations
8	Plant and Machine Operatives
9	Other Occupations

Appendix 3: Composition of Selection Panels

The composition of Selection Panels in Invest NI meets the following minimum requirements:-

GRADES	SHORTLISTING	INTERVIEWS
3	Chief Executive Managing Director HR Director	Chief Executive Managing Director Managing Director HR Director* Board Member (optional)
5	Managing Director Director HR Director	Managing Director Director HR Director* Board Member (optional)
6, 7	Director Director/Grade 7 HR Manager	Director Director/Grade 7 HR Director/ HR Manager
DP - SO	Grade 7 Manager Grade 7 Manager and/or Deputy HR Manager/ HR Officer	Grade 7 Manager Grade 7 Manager/Deputy Principal Deputy Principal HR Manager/ HR Officer
EO1 EO2	– Manager Deputy Principal or above Staff Officer HR Manager/ HR Officer	Manager Deputy Principal or above Staff Officer HR Manager/ HR Officer
AO,AA	HR Manager/ HR Officer DP/SO/EO1	HR Manager/ HR Officer DP/SO/EO1

* Initial/Screening Interviews

The Appointment of the Selection Panel is conducted by Human Resources and is largely determined by availability of trained interviewers of the appropriate level and published guidelines. Where possible Panels are selected to be representative both in terms of gender and community background.

APPENDIX 4: NISRA Profile of NICS Seconded Staff

Table A4.1: NICS Staff by Gender and Religion

Religion by Gender		Religion Summary		Gender Summary	
Male Protestant	122 (33%)	Protestants	206 (56%)	Male	193 (53%)
Female Protestant	84 (23%)				
Male Roman Catholic	65 (18%)	Roman Catholics	154 (42%)	Female	174 (47%)
Female Roman Catholic	89 (24%)				
Male Non Determined	6 (2%)	Non Determined	7 (2%)		
Female Non Determined	1 (0.3%)				
Totals	367 (100%)		367 (100%)		367 (100%)

As of 1st January 2003, there were 367 permanent non-industrial staff seconded from NICS to Invest NI. Based on available monitoring returns, the Northern Ireland Statistical Research Agency (NISRA) produced a report profiling these staff by a number of variables and including gender, community background and age. Key findings are summarised below.

Gender

52.6% of staff were male and 47.4% were female, in comparison with 45.2% male and 54.8% female for NICS as a whole

Only 13.6% of staff at Grade 7 or above were female while 71.1% of AO staff were female

In comparison with the rest of NICS, there was an over-representation of females at EOII (INI 67.6%; NICS 63.0%), EOI (INI 46.2%; NICS 37.7%) and SO (INI 45.7%; NICS 36.7%) levels but an under-representation at all other grades and most markedly at G7 and above (INI 13.6%; NICS 25.6%)

Males' average age (44.6 years) was higher than females (38.5) and males' average length of service (19.6 years) was likewise greater than females (14.7 years)

A higher proportion of females (56.9%) than males (36.3%) had joined the NICS at AA level while almost three times as many males (38.2%) than females (13.2%) had joined at EOII level or above

21.8% of females worked part-time. in line with rest of NICS (21.8%)

Community Background

Of 360 staff designated by religion, 57.2% were Protestant and 42.8% were Catholic, broadly in line with NICS figures (Protestant 54.6%; Catholic 45.4%)

Representation of Catholics in all grades except EOII (INI 56.8%; NICS 49.2%), SO (INI 52.2%; NICS 41.3%) and DP (INI 43.9%; NICS 35.9%) was lower than the rest of the NICS, most markedly with regard to G7 and above (INI 24.6%; NICS 32.1%), AO (INI 45.1%; NICS 48.7%) and AA (INI 40.5%; NICS 49.7%)

Protestant representation was lower in the occupational groups Typing (INI 44.0%; NICS 69.6%), Scientific (INI 64.7%; NICS 69.9%) and Other (INI 52.0%; NICS 62.4%)

The average age of Protestants (43.0 years) was higher than Catholics (39.8 years) across all grades except Grade 7 and above, EOI and EOII. Average length of service for Catholics (17.1 years) and Protestants (17.5 years) was similar, although Catholics had markedly longer service at Grade 7 and above (23.9 years –v- 21.2 years), EOI (23.4 years –v- 21.4 years) and EOII (16.1 years –v- 14.9 years) with Protestants serving longer at AA grade (8.5 years –v- 3.8 years)

A higher proportion of Protestants (32.0%) than Catholics (18.2%) joined NICS at junior management level or above (EOII) while more Catholics (50.6%) than Protestants (42.7%) joined at AA level

Age

The average age of staff was 41.7 years, with men (44.6 years) more than six years older on average than women (38.5 years)

The oldest staff operate at Grade 7 and above (48.6 years) while the youngest are at AO grade (35.1 years)

Overall, the average age of Protestants (43.0 years) was higher than that of Catholics (39.8 years), the only exceptions being staff at Grade 7 and above (48.7 –v- 48.5 years), EOI (46.0 –v- 43.2 years) and EOII (37.9 years –v- 37.1 years).

"Appendix 5: Breakdown of Invest NI Staff by Gender, Religion and Age"

Table A5.1: Gender & Religion by Grade (Raw Data)

GRADE	MP	MRC	MND	FP	FRC	FND	TOTAL
ANCILARY	*	*	*	*	*	*	5
AA	1	5	1	0	1	1	9
AO	10	9	4	21	13	3	60
EO2	7	8	0	30	34	2	81
EO1	5	3	1	10	5	3	27
SO	11	6	4	28	18	6	73
DP	39	22	9	25	29	3	127
GRADE 6/7	13	10	2	4	4	0	33
GRADE 5	4	3	0	0	0	1	8
GRADE 3	1	0	0	0	1	1	3
CHIEF EXECUTIVE	1	0	0	0	0	0	1
ASO - SCIENTIFIC	*	*	*	*	*	*	4
SO - SCIENTIFIC	*	*	*	*	*	*	2
HSO - SCIENTIFIC	*	*	*	*	*	*	5
TOTALS							438

Figures as at 30 April 2004

* Asterisks have been inserted in categories where the raw data may identify the religion of individuals

KEY

MP - Male Protestant

MRC - Male Roman Catholic

MND - Male None Determined

FP - Female Protestant

FRC - Female Roman Catholic

FND - Female Non Determined

Table A5.2: Gender by Grade (Table 1)

Grade	Male	% Male of Total Employee	Female	% Female of Total Employee	Totals	% Total
Ancillary	2	0.5	3	0.7	5	1.1
AA	7	1.6	2	0.5	9	2.1
AO	23	5.3	37	8.4	60	13.7
EOII	15	3.4	66	15.1	81	18.5
EOI	9	2.1	18	4.1	27	6.2
SO	21	4.8	52	11.9	73	16.7
DP	70	16.0	57	13.0	127	29.0
Grade 6/7	25	5.7	8	1.8	33	7.5
Grade 5	7	1.6	1	0.2	8	1.8
Grades 3	1	0.2	2	0.5	3	0.7
Chief Executive	1	0.2	0	0.0	1	0.2
ASO – Scientific	1	0.2	3	0.7	4	0.9
SO - Scientific	0	0.0	2	0.5	2	0.5
HSO – Scientific	2	0.5	3	0.7	5	1.1
TOTALS	184	42.0	254	58.0	438	100

Figures as at 30 April 2004

Table A5.3: Gender by Grade (Table 2)

Grade	Male	% Male of Total Male	Female	% Female of Total Female	Totals
Ancillary	2	1.1	3	1.2	5
AA	7	3.8	2	0.8	9
AO	23	12.5	37	14.6	60
EOII	15	8.2	66	26.0	81
EOI	9	4.9	18	7.1	27
SO	21	11.4	52	20.5	73
DP	70	38.0	57	22.4	127
Grade 6/7	25	13.6	8	3.1	33
Grade 5	7	3.8	1	0.4	8
Grade 3	1	0.5	2	0.8	3
Chief Executive	1	0.5	0	0.0	1
ASO – Scientific	1	0.5	3	1.2	4
SO - Scientific	0	0.0	2	0.8	2
HSO – Scientific	2	1.1	3	1.2	5
TOTALS	184	100.0	254	100.0	438

Figures as at 30 April 2004

Table A5.4: Religion by Grade (Table 1)

Grade	P	% P of Total Employee	RC	% RC of Total Employee
Ancillary	*	*	*	*
AA	1	0.3	7	1.8
AO	31	7.8	22	5.6
EOII	37	9.3	42	10.6
EOI	15	3.8	8	2.0
SO	39	9.8	24	6.1
DP	64	16.2	51	12.9
Grade 6/7	16	4.0	14	3.5
Grade 5	4	1.0	3	0.8
Grade 3	*	*	*	*
Chief Executive	*	*	*	*
ASO – Scientific	*	*	*	*
SO - Scientific	*	*	*	*
HSO – Scientific	*	*	*	*
TOTALS	218	55.1	178	44.9

Figures as at 30 April 2004

42 of 438 (9.5%) of staff are recorded as either non determined or neither Protestant or Catholic and therefore have not been included in these figures.

* Asterisks have been inserted in categories where the raw data may identify the religion of individuals.

Table A5.5: Religion by Grade (Table 2)

Grade	P	% of Total P	RC	% of Total RC
Ancillary	*	*	*	*
AA	1	0.5	7	3.9
AO	31	14.2	22	12.4
EOII	37	17.0	42	23.6
EOI	15	6.9	8	4.5
SO	39	17.9	24	13.5
DP	64	29.4	51	28.7
Grade 6/7	16	7.3	14	7.9
Grade 5	4	1.8	3	1.7
Grade 3	*	*	*	*
Chief Executive	*	*	*	*
ASO – Scientific	*	*	*	*
SO - Scientific	*	*	*	*
HSO – Scientific	*	*	*	*
TOTALS	218	100.0	178	100.0

Figures as at 30 April 2004

* Asterisks have been inserted in categories where the raw data may identify the religion of individuals.

Table A5.6: Gender by Religion by Part-time (< 35 hrs per wk)

Gender	Protestant	% P exc ND	Roman Catholic	% RC exc ND	Non-Determined	Total	% Total
Male	3	7	0	0	0	3	7
Female	21	54	15	39	1	37	93
Total	24		15		1	40	

Table A5.7: Average Age of Employee by Gender and Grade

Grades	Male	Female	Average Age M/F	Number of Employees
Ancillary	52	53	52	5
AA	23	25	24	9
AO	30	30	30	60
EOII	29	34	33	81
EOI	39	37	38	27
SO	39	35	33	73
DP	42	38	40	127
Grades 6 & 7	43	38	43	33
Grade 5	48	41	48	8
Grade 3	61	43	49	3
Chief Exec	*	*	*	1
ASO – Scient.	36	30	31	4
SO Scient.	0	28	28	2
HSO – Scient.	44	31	36	5

Table A5.8: Average Age of Employee by Grade, Religion and Gender

Grades	Male P	Female P	Male RC	Female RC	Number of Employees
Ancillary	*	*	*	*	5
AA	21	0	24	0	9
AO	31	32	26	26	60
EOII	27	34	30	34	81
EOI	36	39	43	31	27
SO	40	37	37	33	73
DP	44	39	39	37	127
Grades 6 & 7	45	42	47	34	33
Grade 5	47	0	51	0	8
Grade 3	*	*	*	*	3
Chief Exec	*	*	*	*	1
ASO – Scient.	*	*	*	*	4
SO - Scient.	*	*	*	*	2
HSO – Scient.	*	*	*	*	5

Appendix 6: Article 55 Return (2003) for Invest NI Employees¹⁰

SOC	Prot male	RC male	Non- det male	Prot fem	RC fem	Non- det fem	RC tot	Prot tot
1	53	32	6	67	54	9	86	120
2	0	0	1	0	0	0	0	0
3	0	1	0	0	0	0	1	0
4	2	4	1	12	7	0	11	14
5	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0
9	3	0	0	3 ¹¹	0	0	0	6
TOT	58	37	8	82	61	9	98	140

Figures as at 1 January 2004

¹⁰ Does not include NICS seconded staff.

¹¹ Includes one part-time employee.

Appendix 7: Invest NI Recruitment Monitoring Information

Monitoring Information 1: Monitoring Data by SOC

SOC Group 1

19 recruitment exercises; total number of appointees 37

	Catholic	Prot	Non Det	Male	Female
Applicants	890 (48%)	833 (45%)	113	1033 (56%)	803 (44%)
Shortlisted	222 (45%)	242 (49%)	34	272 (55%)	226 (45%)
Appointed	16 (43%)	21 (57%)	0	21 (57%)	16 (43%)

SOC Group 2

1 recruitment exercise; total number of appointees 4

	Catholic	Prot	Non Det	Male	Female
Applicants	29 (44%)	31 (47%)	6	36 (55%)	30 (45%)
Shortlisted	12 (32%)	17 (46%)	8	22 (60%)	15 (40%)
Appointed	1 (25%)	3 (75%)	0	1 (25%)	3 (75%)

SOC Group 3

1 recruitment exercise; total number of appointees 4

	Catholic	Prot	Non Det	Male	Female
Applicants	34 (39%)	49 (56%)	4	45 (52%)	42 (48%)
Shortlisted	11 (35%)	19 (61%)	1	15 (48%)	16 (52%)
Appointed	2 (50%)	2 (50%)	0	2 (50%)	2 (50%)

SOC Group 4

1 recruitment exercise; total number of appointees 7

	Catholic	Prot	Non Det	Male	Female
Applicants	142 (49%)	136 (47%)	9	123 (43%)	164 (57%)
Shortlisted	15 (45%)	15 (45%)	3	14 (42%)	19 (58%)
Appointed	3 (43%)	4 (57%)	0	3 (43%)	4 (57%)

Monitoring Information 2: Selected Recruitment Exercises

For the purposes of the EQIA a random selection of seven recruitment exercises was chosen to establish relative success rates during the selection process.

Director IEIP (Grade 5)

Gender and Age

	Female 25-34	Female 35-44	Male 25- 34	Male 35- 44	Male 45- 54	Male 55- 64
Applicants	1	2	1	15	10	5
Shortlisted		2		7	6	2
Appointed				1		

Religion (excluding not determined)

	Female Protestant	Female Catholic	Male Protestant	Male Catholic
Applicants	2	1	15	10
Shortlisted	2	0	6	5

(One male applicant did not provide his date of birth.)

None of the applicants declared that s/he had a disability.

Under the heading of racial group, one candidate declared he was Middle Eastern and the rest were white. (This candidate was not shortlisted.)

The percentage success rates of male and female candidates was as follows:-

Female – 67% shortlisted

Male - 91% shortlisted

The percentage success rates of Catholic and Protestant candidates was as follows:-

Catholic – 45% shortlisted

Protestant – 47% shortlisted

The religion of the successful candidates cannot be shown as this may identify individuals.

SDM (Service Development Manager) Grade 7

Gender and Age

	Female 25-34	Female 35-44	Female 45-54	Male 25- 34	Male 35- 44	Male 45- 54	Male 55- 64
Applicants	2	3	1	3	15	8	1
Shortlisted		2			8	2	
Appointed		1					

Religion (excluding not determined)

	Female Protestant	Female Catholic	Male Protestant	Male Catholic
Applicants	4	1	16	8
Shortlisted	1	1	6	2

None of the applicants declared that s/he had a disability.

All of the candidates stated their racial group as white.

The percentage success rates of male and female candidates was as follows:-

Female – 33% shortlisted

Male - 37% shortlisted

The percentage success rates of Catholic and Protestant candidates was as follows:-

Catholic – 33% shortlisted

Protestant – 35% shortlisted

The religion of the successful candidates cannot be shown as this may identify individuals.

DHPO – Deputy Head of Press Office (DP)

Gender and Age

	Female 25-34	Female 35-44	Female 45-54	Male 25-34	Male 35-44	Male 45-54	Male 55-64
Applicants	5	2	4	2	8	3	1
Shortlisted	2	1	3	1	7	2	1
Appointed					1		

Religion (excluding not determined)

	Female Protestant	Female Catholic	Male Protestant	Male Catholic
Applicants	6	5	10	2
Shortlisted	4	2	7	2

None of the applicants declared that he/she had a disability.

One candidate declared that he was from a mixed ethnic group and the rest were white. (This candidate was shortlisted but not appointed.)

The percentage success rates of male and female candidates to the shortlisting stage was as follows:-

Female - 55%

Male - 79%

The percentage success rates of Catholic and Protestant candidates was as follows:-

Catholic – 57% shortlisted
Protestant – 69% shortlisted

The religion of the successful candidates cannot be shown as this may identify individuals.

Finance Officer – EO1

Gender and Age

	Female 25-34	Female 35-44	Male 16- 24	Male 25- 34	Male 45- 54	Male 55- 64
Applicants	13	8	1	9	1	1
Shortlisted	8	4		5		
Appointed	2					

Religion – (excluding not determined)

	Female Protestant	Female Catholic	Male Protestant	Male Catholic
Applicants	8	13	8	4
Shortlisted	1	4	4	8

None of the Applicants declared that s/he had a disability
All of the candidates declared their racial groups as white.

The percentage success rates of male and female candidates to the shortlisting stage was as follows:-

Female – 33%
Male - 42%

The percentage success rates of Catholic and Protestant candidates was as follows:-

Catholic - 71% shortlisted
Protestant – 31% shortlisted

The religion of the successful candidates cannot be shown as this may identify individuals.

Assistant Scientific Officer (AO)

Gender and Age

	Female 16-24	Female 25-34	Female 35-44	Male 16- 24	Male 25- 34	Male 35- 44	Male 45- 54	Male 55- 64
Applicants	15	26	2	9	24	7	2	1
Shortlisted	3	13		1	8	3	1	
Appointed		2				1		

Religion (excluding note determined)

	Female Protestant	Female Catholic	Male Protestant	Male Catholic
Applicants	18	21	25	15
Shortlisted	7	9	8	4

None of the Applicants declared that he/she had a disability.
One candidate declared that he was from a mixed racial group and the others were white. (This candidate was not shortlisted.)

The percentage success rates of male and female candidates to the shortlisting stage was as follows:-

Female – 37%
Male - 30%

The percentage success notes for Catholic and Protestant candidates was as follows:-

Catholic – 36% shortlisted
Protestant – 35% shortlisted

The religion of the successful candidates cannot be shown as this may identify individuals.

Client Manager – Internal Trawl

Gender and Age

	Female 25-34	Female 35-44	Male 25-34	Male 35-44	Male 45-54	Male 55-64
Applicants	2	2	1	13	5	2
Shortlisted	2	1		9	4	1
Appointed		1		2		

Religion (excluding not determined)

	Female Protestant	Female Catholic	Male Protestant	Male Catholic
Applicants	1	3	10	8
Shortlisted	1	2	7	6

None of the applicants declared that s/he had a disability.
All the candidates declared their racial groups as white.

The percentage success rates of male and female candidates was as follows:-

Female - 75% shortlisted; 25% successful
Male - 67% shortlisted; 10% successful

The percentage success rates of Catholics and Protestant was as follows:-

Catholic – 73% shortlisted
Protestant – 73% shortlisted

The religion of the successful candidates cannot be shown as this may identify individuals.

EO1 – Human Resources – Internal Trawl

Gender and Age

	Female 25-34
Applicants	4
Shortlisted	4
Appointed	1

Religion (excluding not determined)

	Female Protestant	Female Catholic
Applicants	2	1
Shortlisted	2	1

None of the applicants declared that she had a disability.
All the candidates declared their racial groups as white.

The percentage success rates of Catholics and Protestant was as follows:-

Catholic – 100% shortlisted
Protestant – 100% shortlisted

The religion of the successful candidates cannot be shown as this may identify individuals.

Appendix 8: Information on ABLE Series Tests

The tests used during the Invest NI recruitment of EO and AO roles were from the ABLE Series of tests produced by Oxford Psychologists Press (OPP). At a broad level the ABLE series is designed to:

- Help organisations select people who can quickly learn new skills and adapt to change;
- Overcome the adverse impact of many traditional ability tests, which can disadvantage some groups such as women or ethnic minorities.

Tests in the ABLE Series look at how candidate's skills and abilities work together in a job context. Each of the exercises measures the capacity to learn the skills needed for a certain type of job. The tests are set in fictional organisations. When administering the tests, time is spent helping the candidates to work through examples that teach new concepts similar to those that would be needed for a real job. The candidate then completes the actual test to determine how well they can apply this new learning. The range of tests simulates typical situations and tasks across a wide range of businesses.

Structured Learning Exercise (SLE) Research

The SLE design principles, upon which ABLE tests are based, have been developed over a number of years and comparative data to other tests is available. Some of the results are shown in the summary table below:

Industry	Job Role	N	Traditional Test Titles	Traditional Test		Structured Learning Exercise	
				Validity (1)	AI (2)	Validity	AI
Motor Manufacture	Assembly	900 +	GAT-V GAT-N	0.21	0.78	0.42	0.51
Construction	Trainee	450 +	DAT-N DAT-S	0.34	0.41	0.64	0.43
Government	First Level Manager	70+	Exec Officer Qual	0.13-0.31	1.10	0.51	0.58
Civil Service	Graduate Recruit	91+	Exec Officer Qual	0.35	0.70	0.57	0.34

(1) Validities are expressed as correlations against training or work performance.

(2) AI refers to Adverse Impact. This is expressed as the difference between group means in standard deviation units.

Details of the exercises derived from this approach and used in relation to AO and EO recruitment to Invest NI are shown below.

Administrative Officer Recruitment – Helpline Exercise

The test taker must advise ‘callers’ to a Crime Prevention Helpline how they can best protect their properties. To do this the test taker must integrate information from up to four sources, accurately following set procedures. Typical jobs it is designed to assess include clerical and administrative staff, receptionists, secretaries and PA’s.

The skills and competencies it is designed to assess include:

- Working in a customer-focused environment;
- Manipulation of information according to set procedures;
- Ability to learn new procedures quickly;
- Ability to sift and sort data;
- Concern for order and accuracy; and
- Basic numerical and verbal comprehension skills.

From the information provided in the job specification, this test would be relevant to aspects of the role such as:

- Dealing with customer queries;
- General clerical work such as filing, working with data etc which would require basic verbal and numerical skills;
- Storage and retrieval of information;
- Handling enquiries; and
- Putting written instructions into practice.

From the information provided in the general grade description, this test would be relevant to aspects of the grade such as:

- Scrutiny of materials against criteria/regulations;
- Processing of information;
- Undertaking arithmetic calculations;
- Linking or cross checking of information;
- Use of written English;
- Application of instructions;
- Following clear procedures; and
- Making decisions in line with standard instructions.

Executive Officer Recruitment - Vetting Applications Exercise

The test teaches a set of procedures concerning whether or not an applicant is eligible for charitable grants or loans, and criteria for assessing the maximum size of the grant or loan. The test taker must extract and integrate information from several sources, interpret the findings and judge which rules should apply. Typical jobs which the exercise can be used to assess include administrative and clerical supervisors, secretaries and PA’s.

The skills and competencies it is designed to assess include:

- Interpreting customer needs
- Ability to integrate information
- Understanding and analysing problems
- Sifting and sorting data
- Exercising discretion and judgement
- Concern for order, accuracy and customer service
- Numerical and verbal skills

From the information provided in the job specification, this test would be relevant to aspects of the role such as:

- Dealing with customer queries;
- Analysing problems; and
- Handling correspondence/enquiries.

From the information provided in the general grade description, this test would be relevant to aspects of the grade such as:

- Allocating and integrating various tasks;
- Ensuring work is completed in accordance with instructions;
- Application of regulations to specific areas;
- Exercise of judgement and interpretative ability where work falls within clearly defined rules and regulations;
- Analysing information identifying relevant features;
- Exercise of discretion and decision-making;
- Scrutiny of material; and
- Analysis of problems.



44-58 May Street
Belfast BT1 4NN
Tel : 028 9069 8264 or
Tel : 028 9069 8268
Fax : 028 9049 0490
Text Phone : 028 9055 2100
E-mail : equality@investni.com
Website : www.investni.com/equality/eqias