



Beyond the Glass Ceiling: Representation in Public Appointments

A survey by Diversity UK

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For the purposes of this report, we have used the acronym BAME to mean Black, Asian and Minority Ethnic and BME to mean Black (including Asian) and Minority Ethnic.

Executive Summary

Progress on addressing diversity issues in British boardrooms has stalled and in the public sector is in reverse gear. The recommendations of the Lord Davies review of 2012 called for a voluntary target of 25% women directors on FTSE boards by 2015 and increased transparency in the appointments process with executive recruiters signing a voluntary code of conduct addressing gender diversity and best practice. The Cranfield Female FTSE Board Report (April 2013) indicated that 17.3% of FTSE 100 directorships and 13.3% of FTSE 250 company directorships are held by women. These are positive signs, but still far behind the voluntary target of 25%.

And diversity is not only about gender. Diversity is about access, fairness and equality for everyone - regardless of what characteristics they have. Ethnicity, age, disability, gender reassignment and sexual orientation are also issues pertinent to making Britain a fairer society. Progress on those is in reverse gear. Consider ethnic minorities for example:

Ethnic Minorities in the UK

England and Wales has become more ethnically diverse with rising numbers of people identifying with minority ethnic groups in 2011, according to the latest Census results released by the Office for National Statistics (ONS) on 11th December 2012. White was the majority ethnic group at 48.2 million in 2011 (86%), a decrease from 91.3% in 2001 and 94.1% in 1991. Indian was the next largest ethnic group with 1.4 million people (2.5%) followed by the Pakistani group (2.0%). ONS Statistics show that ethnic minorities now make up 14% of the UK population, yet their rate of employment is disproportionate:

- Only 1 in 16 of current FTSE 100 board members is from a Black, Asian and Minority Ethnic (BAME) background.
- 1 in 8 employees in the UK are from Black, Asian and Minority Ethnic groups.
- Only 1 in 15 people from an ethnic minority background are in a management position. (RfO Race to the Top research)

BAME groups and Governance *

- Only 0.8% of local councillors in England are Black, Asian and Minority Ethnic.
- Only 4.1% of MPs are Black, Asian and Minority Ethnic (as of 2010)
- Only 6.9% of public appointments are held by Black, Asian and Minority Ethnic individuals.

* Information based on published reports and ONS statistics where available (2008-2010).

Diversity in Public Appointments

On 25th June 2013, the Office of The Commissioner for Public Appointments (OCPA) released its annual statistics on the diversity in public appointments which show that ethnic minority individuals are the biggest losers in being selected for roles on public boards with only 56 appointments or re-appointments out of 1087 made last year (5.5%) compared to 119 (7.2%) in 2011-12; the lowest level in more than a decade. This contrasts with the number of female appointments, up from 33.9% in 2011-2012 to 35.6% in 2012-2013.

Diversity of non-executives on departmental boards

On 6th June 2013, Lord Browne of Madingley, Government Lead Non-Executive published his second annual report, which outlines the work of non-executives to improve departmental governance. Bringing in outside expertise is helping to transform the way government departments are managed by instilling a more business-like approach and challenging Whitehall to drive up performance, according to the new report. Since 2010, more than 60 world-class leaders (of whom only 2 were from BME communities) from the private, public and voluntary sectors have been appointed as non-executive directors to help departments deliver the government's ambitious reform programme and introduce greater efficiency, which last year delivered savings of £10 billion for the taxpayer.

Key Findings of the 'Beyond the Glass Ceiling' Public Appointments Survey

Demographics

The aim of this survey was to research for the first time the attitudes of BME (Black and Minority Ethnic) communities towards Public Appointments. Respondents to this survey were predominantly from the BME community: 43.4% of respondents to this survey were Indian; 33% were of White European or White Ethnic background; 4.7% were Pakistani, 4.7% were of other Asian background, 3.8% were African, 2.8% were Caribbean and 1.9% were of Mixed Ethnic, Sri Lankan or Chinese background respectively. Those who answered 'other' mainly classified themselves as 'British Asian'.

The majority of the respondents were also female: 62.5% compared to 37.5% male.

The respondents were predominantly aged between 46-55 years (42.3%), 33.3% were aged between 31-45, 15.3% were aged between 56-65, 3.6% were aged 65 and above and 5.4% were under 30 years of age.

10% of respondents considered that they have a disability.

The majority live in the South East of England with 57.7% in London, 15.3% in Southern England, 9.9% in Eastern England. 7.2% of respondents live in the North of England, 6.3% in the Midlands, 0.9% in Wales and Scotland respectively and 1.8% live outside the UK.

Awareness and interest

The results show that 68.3% are aware of Public Appointments compared to 31.7% who were not aware of them prior to the survey.

However, the survey also shows that a high proportion of respondents (68.3%) have not applied for a Public Appointment since 2010.

The principle reasons for not applying included the fact that 34.6% thought they weren't qualified enough; 29.5% did not consider it at all (it never occurred to me), 10.2% did not apply because the position was unpaid or the salary and benefits weren't attractive and 7.7% did not have the time or felt they did not have the right skills, respectively, and 1.3% were not interested.

A high majority (60%) would consider applying for a Public Appointment in the future, 33.6% may consider it and only 6.4% said that they would not apply.

The majority saw a Public Appointment as their opportunity to benefit society (64.7%) or their local community (50.4%). 34.5% saw it as an opportunity to develop skills with under a third (32.8%) seeing it as a chance to enhance their career.

58.3% would be encouraged to apply for a Public Appointment with great awareness of vacancies; 48.3% would be encouraged by the advice of a mentor or guide; 43.3% would be encouraged by being more aware of the Public Appointments Process; 41.7% would be encouraged to apply if asked or by meeting current board members; 35% felt they would be encouraged by more training on the application process and improving their interview skills and 18.3% said attending an open public meeting would provide encouragement.

The Public Appointment Interview Process

Of those that had applied for a Public Appointment since 2010, 54.1% were not interviewed, just under a quarter 24.3% were appointed to the role; 18.9% did not hear back and 2.7% were interviewed but not appointed.

The interview panel for Public Appointments predominantly comprised two or more interviewers with 46.7% including an independent assessor as per the guidance provided by The Office of the Commissioner for Public Appointments (OCPA)

At interview, the majority of respondents (64.3%) felt that they had ample opportunity to demonstrate their skills; ask questions (84.6%), get replies to their questions (75%) and that interview progressed as anticipated (71.4%).

The majority of respondents (53.3%) had researched their interviewers beforehand.

The Public Appointments Application form

A third of respondents (33.3%) found the Public Appointments application form difficult or very difficult to complete.

50% of respondents found the questions detailed or too detailed with 41.7% finding them of appropriate (average) complexity.

Applicants invested a considerable time in completing forms with answers ranging from 20 minutes to 8 hours with the mean time being 141.36 minutes (approx. 2 hours and 20 minutes).

Feedback & OCPA Complaints Procedure

The greatest dissatisfaction was from the lack of feedback provided by public bodies throughout the application process with 18.9% of respondents not receiving a reply to their application (Question 4), 14.8% commenting that feedback was not received (Question 21) and a further set of comments stating that 'No reply was received' to (Question 23) .

When asked why they may have been unsuccessful in their last Public Appointment application, nearly a third (29.6%) did not know why they were unsuccessful; 29.6% thought other candidates had better skills; 22.2% thought that the interview panel appeared to have someone else in mind for the role and some comments in the other category suggested that “the panel seemed to have made up their minds before the interview”. 14.8% of respondents felt that either their skills did not match the appointment specification or that they did not have the right skills.

The Majority of respondents did not use the OCPA complaints procedure when dissatisfied with outcome of their application for a Public Appointment, chalking it up to experience with comments like “What is the point?” and “I’m not sure that there is any point complaining.”

Advertising of Public Appointments

The Public Appointments website is working well with 45.2% having heard about the opportunity from that website; 16% were approached by an executive recruitment consultant (we had clarified the term ‘headhunter’ referred to an executive recruitment consultant); 12.9% had heard about the opportunity through a newspaper or via word of mouth; 9.7% had heard about the opportunity through a colleague or contact and 3.2% via a friend.

Executive Recruitment Consultants

A high majority (72.7%) did not know the executive search consultant prior to being approached about applying for a Public Appointment.

55.6% of respondents said that executive recruitment consultant found them via a friend, contact or colleague, 22.2% said that the website LinkedIn was used and 22.2% said that other means were used such as having previously met the consultant at events.

The response to the question of how they would rate their experience of working with an executive recruitment consultant was mixed: 20% rated their recruitment consultant as very poor; 10% as poor, 20% as average, 30% as good and 20% as very good.

Despite the mixed ratings to the previous question, more than half (55.6%) of respondents said that they would deal with the same recruitment consultant again.

Follow-up

58.35% of respondents gave their permission for follow-up one-to-one interviews about this survey.

What next?

The next steps for this survey are to bring the report to the attention of public bodies, executive recruitment consultants, organisations and public appointees themselves. Future demand for research will determine whether smaller focus groups and future roundtables are convened to discuss sector-specific issues.

Recommendations

The following recommendations are made based on the results from this survey:

- All Public Bodies should provide feedback to applicants at every stage of the process. The level of feedback should be monitored as a key performance indicator (KPI) within the organisation.
- All Public Bodies to consider providing in-depth feedback to unsuccessful applicants after interview stage in order to retain the applicants' interest in future board level positions.
- All Public Bodies should embrace greater transparency in their operational activities by holding open public meetings and providing podcasts of their meetings like the Food Standards Agency.
- All Public Bodies should take part in departmental "meet the directors" event as currently hosted by some departments like the Department of Culture, Media and Sports (DCMS).
- Public Bodies should reduce their use of executive recruitment consultants as the majority of headhunters have no greater knowledge of the BME community than Public Bodies themselves.
- A mentorship/sponsorship programme may assist ensuring a broader base of applicants is received.
- More training on the Public Appointments Process, how to complete application forms and interview skills is necessary.
- The Office of the Commissioner for Public Appointments (OCPA) should publicise their complaints procedure more widely, for example, by including an OCPA leaflet in each Public Appointment Application Pack. OCPA should continue to call upon Public Bodies to use Independent Assessors at interview stage.

The following are based on outcomes from Diversity UK hosted roundtable meetings, discussions and results from this survey.

- Public Bodies should set targets for the diversity representation on their board.
- Public Bodies should consider ethnic-only shortlists for one or two board level positions.
- Public Bodies should carefully consider the skills set required for specific roles, e.g. audit, remuneration and finance committees and work with trade bodies to ensure that appropriately qualified individuals are sought for those positions.
- Public Bodies should promote their activities and impact at a local level at community events in order to reach a more diverse segment of the public.
- Public Boards should reduce the number of re-appointments and re-applications from current board members.

Chairman's Statement

This survey builds on the findings of the Lord Davies and Lord Brown reports on better representation at senior level in public and private appointments from a BME individual's perspective. It is disappointing, for BME communities and individuals in particular, to see a marked decline in BME representation in senior level appointments. This report illustrates the reasons and suggests recommendations to overcome this decline.

Fairness and equality should be cornerstone of how our society develops with embedding of opportunities for all.

The view that there are simply not enough qualified people from minorities is a fallacy which tends to be reinforced by Appointments Panels who by default, or design, choose candidates "in their own image". This flawed process starts with recruitment consultants and continues to the final decision.

We hope this report will generate debate among opinion formers on why and how real changes can be made to reverse the decline in representation and move forward towards greater progress for all.

Mr Dilip Joshi MBE
Chair & Trustee – Diversity UK

CEO's Statement

Why undertake yet another survey about Public Appointments at a time when the public's desire is to eradicate all quangos and dismiss all seemingly over-paid executives who work for them? Well, the simple answer is that Public Bodies serve a purpose. Their purpose is to deliver value and services to the public. Public bodies operating at arms-length from government are also able to bridge the gap between the public, private and third sector more effectively and there is considerable onus of accountability and transparency placed upon them. Whilst agreeing whole-heartedly with the need for efficient, productive and cost-effective public bodies, it is also important to ensure that the services provided by these bodies match the needs of the public. And that is what has changed. The UK population is now more diverse than ever before in history.

To have declining BME representation at senior levels in the corporate and public sector at a time when BME numbers are increasing in the general population is indicative of failings in the process. We undertook this survey to examine what might be happening at grass-roots level. Are BME candidates simply not applying, are they applying and falling at the first hurdle or are they being discriminated against? We hope that the results from the survey help to shed some light on these issues.

Mrs Lopa Patel MBE
Founder & CEO – Diversity UK



About Diversity UK

Diversity UK is a think tank to research, advocate and promote new ideas for improving diversity and inclusion in Britain. It is a not-for-profit, collaborative organisation that works with a wide range of partners, bodies and key opinion formers to engage in a healthy debate about issues of age, race, gender, sexual orientation and disability discrimination. Diversity UK was founded by three like-minded individuals with different backgrounds and experiences who are all Trustees of the organisation.

Mr Dilip Joshi MBE FCILT, FRSA – Chair

Dilip Joshi MBE is a seasoned professional with extensive senior level management experience who was awarded the MBE in June 2000 and the prestigious citation of 'Videsh Samman' for contributing to Indo– British understanding by the High Commissioner of India. He holds a Masters degree in Transport and Logistics Management. He is a Fellow of Chartered Institute of Logistics and Transport, and a Fellow of Royal Society of Arts. Dilip is chair of Asian Welfare and Cultural Association, Eastleigh and a special advisor to the chair of Ethnic Minority Business Group (EMBG).

Ms Sushila Khoot FRSA – Deputy Chair

Sushila Khoot was former Head of Youth Service at the London Borough of Newham. She has operated as a Youth and Community Education Practitioner, Manager and Adviser within an inner-city environment for twenty years, both in the Voluntary and Statutory Youth and Community Service. For more than a decade she has worked as an external examiner and assessor with Higher Education Institutions and has been an Additional Inspector for Ofsted. She was elected fellow at the Royal Society of Arts in 2004 and Chair of the Confederation Heads of Children & Young People's Services (formerly APYCO) in 2005.

Mrs Lopa Patel MBE FCIM FIDM FRSA – Founder & CEO

Lopa Patel MBE is a digital media entrepreneur and founder of the online South Asian Lifestyle portal Redhotcurry.com. She is an experienced marketing consultant who previously set up the direct marketing services company DMS Direct Ltd where she worked with international companies in a broad range of industry sectors. She is a Chartered Marketer and Fellow of the Chartered Institute of Marketing (CIM), the Institute of Direct Marketing (IDM) and the Royal Society for the Arts (RSA). Lopa is currently a Non-Executive Director and Trustee of several charities and not for profit organisations. She was recognised with an MBE for services to the creative industries in 2009.

Diversity UK also exists to support networking amongst diverse groups of individuals and hosts roundtable and networking events. Diversity UK is a company limited by guarantee (No 8158970) and a charity (registration in progress) in England and Wales.

For further information visit www.diversityuk.org or contact us at info@diversityuk.org

Introduction

Public Appointments and public bodies

A public appointment is an appointment to the board of a public body. Prior to 2010, there were approximately 18,500 men and women serving on the boards of over 1,200 public bodies. Shortly after coming to office in 2010, the Government announced a wide-ranging review of public bodies. Since the reform programme of 2010, there are now 560 public bodies with an estimated 7,500 appointees, 103,406 employees and an expenditure of £31 billion.*

Public bodies carry out functions on behalf of the Government, working within a framework set by Ministers but operating, as a day to day level, independently of Government. There are four types of non-departmental public bodies (NDPBs):

Executive NDPB - These are public bodies set up by Government to carry out administrative, commercial, executive or regulatory functions. They are legally incorporated and have their own legal identity, employ their own staff and are allocated their own budgets;

Advisory NDPBs - These are committees and boards that provide independent, expert advice to Ministers. They are usually established on a non-statutory basis;

Tribunal NDPBs - These typically provide an appeal system against administrative acts or decisions.

Independent Monitoring Boards of prisons, immigrations removal centres and immigration holding rooms. These boards, formerly known as boards of visitors, are independent watchdogs of the prison system.

Next steps in the government's quango reform programme (28th December 2012)

The Cabinet Office-led review in 2010 has enabled departments to close 114 quangos - putting it more than halfway through its total planned closure programme. Other reforms have taken place, which include more than 150 bodies being merged into fewer than 70. The public bodies landscape will be reduced by over 300 bodies by the end of the Spending Review period in 2014-2015.

The government will achieve a net reduction of at least £2.6 billion in the administrative costs of public bodies in the scope of the review over the Spending Review period. This savings figure is net of the expected costs of delivering our reforms which is estimated to be between £600m and £900m.

<https://www.gov.uk/government/news/next-steps-in-the-government-s-quango-reform-programme>

* Based on the Public Bodies 2012 report.

Aims and Objectives

The aim of this survey was to research for the first time the attitudes of BME (Black and Minority Ethnic) communities towards Public Appointments and to consider how the decline in ethnic representation on public sector boards could be addressed.

Methodology

Diversity UK compiled a survey which was distributed to its member base and through the networks of its Trustees, Advisory Board Members, partners and contacts. It is estimated that, after making an allowance for duplication of contacts, approximately 1500 senior level directors and managers were reached. The survey opened in June 2013 and closed in October 2013 and was conducted using Survey Monkey to prevent repetition, robot spamming and “fake” answers being provided. 120 responses (8%) were received with 93.3% fully completing the survey and with 63 respondents (58.35%) providing email addresses and giving us permission for follow-up in-depth one-to-one phone interviews.

The survey consisted of 32 questions of mixed multiple choice selections with a final question seeking approval for further one-to-one interviews. Several questions provided opportunities for respondents to expand or qualify their answers or provide detailed information. The survey can be found in Appendix B.

The survey was divided into six parts assessing:

- Public Appointments Opportunities & Future Applications
- The Public Appointments Interview Process
- The completion of Public Appointments Application Forms
- Public Appointments Recruitment through Executive Consultants
- The Public Appointments Complaints Process
- Demographic Information

Profile of Respondents

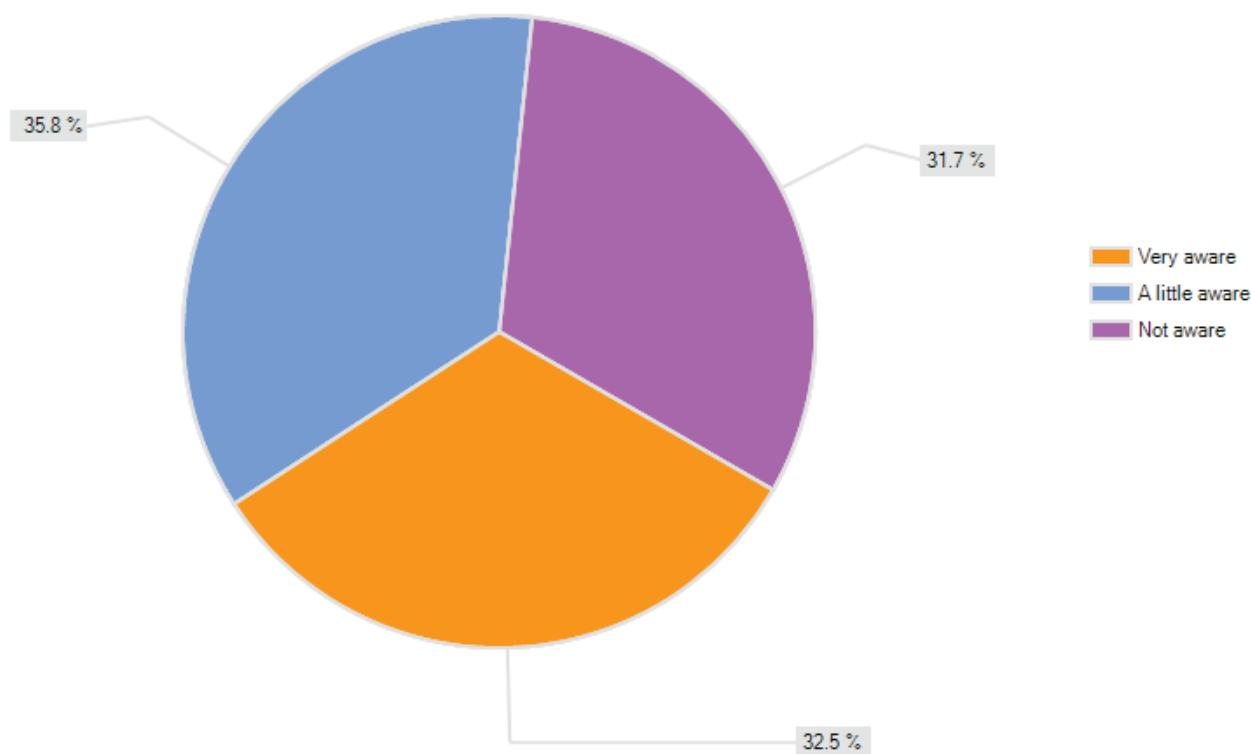
Respondents to the survey were predominantly from the BME community: 43.4% of respondents to this survey were Indian; 33% were of White European or White Ethnic background; 4.7% were Pakistani, 4.7% were of other Asian background, 3.8% were African, 2.8% were Caribbean and 1.9% were of Mixed Ethnic, Sri Lankan or Chinese background respectively. The 1.9% who answered ‘other’ classified themselves as ‘British Asian’.

The majority of the respondents were also female: 62.5% compared to 37.5% male. The respondents were predominantly aged between 46-55 years (42.3%), 33.3% were aged between 31-45, 15.3% were aged between 56-65, 3.6% were aged 65 and above and 5.4% were under 30 years of age. 10% of respondents considered that they have a disability.

The majority live in the South East of England with 57.7% in London, 15.3% in Southern England, 9.9% in Eastern England. 7.2% of respondents live in the North of England, 6.3% in the Midlands, 0.9% respectively in Wales and Scotland and 1.8% live outside the UK.

Research Findings & Analysis

Q1) How aware are you of Public Appointment* opportunities

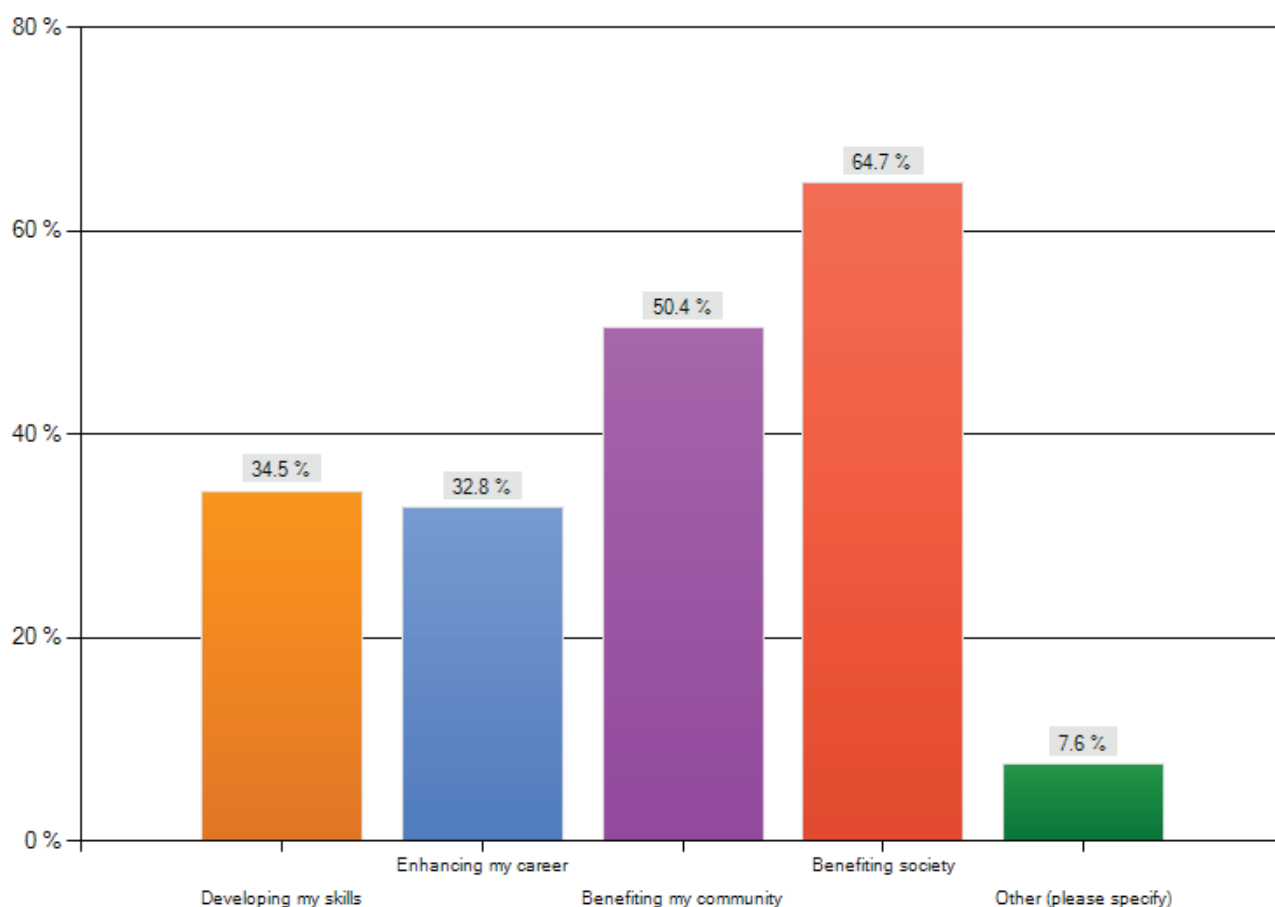


We have “pre qualified” this question by providing the following additional information about the parameters of the term ‘Public Appointments’: In the UK there are currently approximately 560 Public Bodies operating at arms length from Government. They range from Healthcare Primary Care Trusts to National Park Authorities and include public corporations like the BBC. Each Public Body is governed by a Board and chaired by a Non-Executive Board Member and several hundred board appointments are made each year. The purpose of this survey is to analyse experiences of individuals applying for a board level role known as a Public Appointment.

(Public Appointment refers to becoming a Board Member of an Arms Length Body (ALB), Non-Departmental Public Body (NDPB), Commission, NHS Body or PCT Trust. It excludes local council elections, professional societies, trade bodies, charities or school governor roles.)*

The results show that 68.3% are aware of Public Appointments compared to 31.7% who were not aware of them prior to the survey.

Q2) What do you see as the main benefit of taking up a Public Appointment?

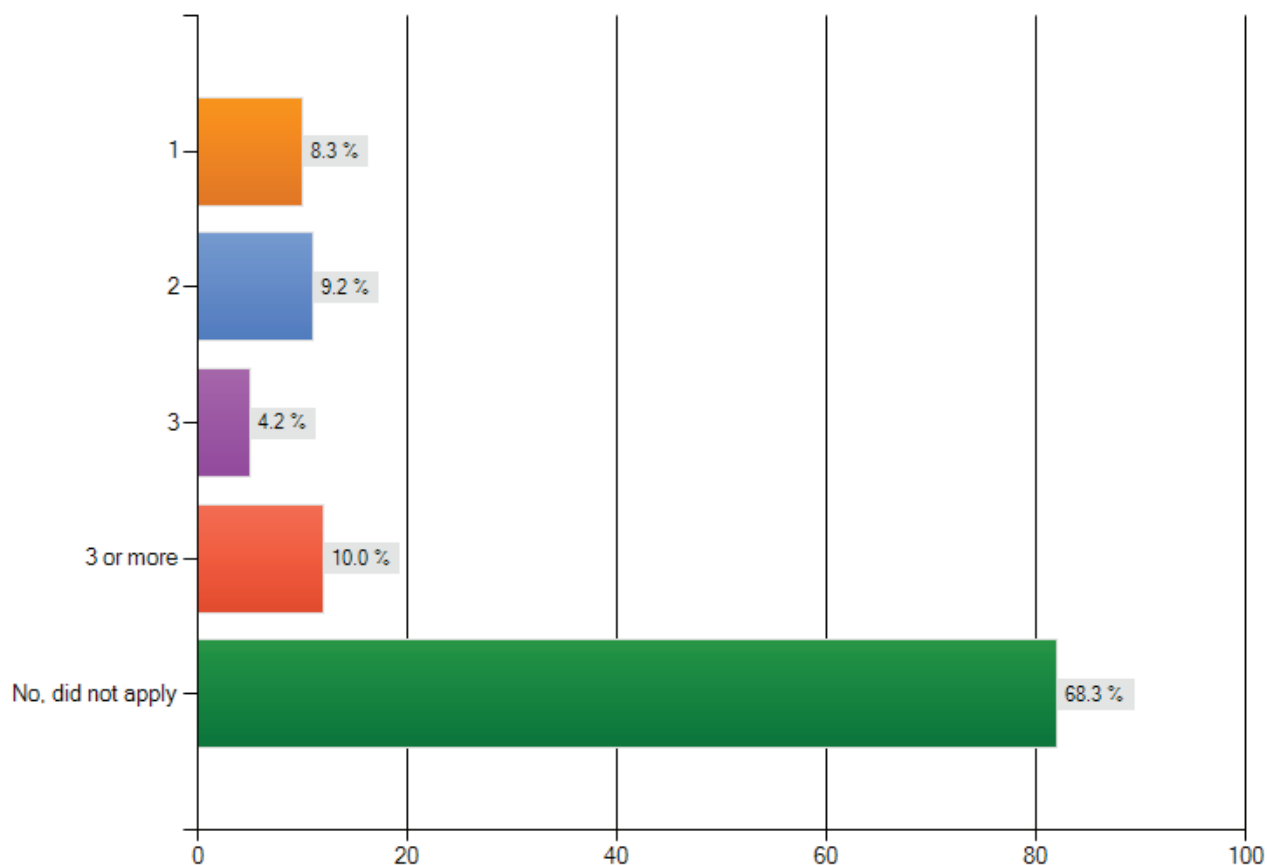


This question allowed the respondent to select more than one option indicating that the majority 64.7% and 50.4% respectively saw a Public Appointment as their opportunity to benefit society or their local community. 34.5% saw it as an opportunity to develop skills with under a third (32.8%) seeing it as a chance to enhance their career.

Among the written responses in the “other” category included:

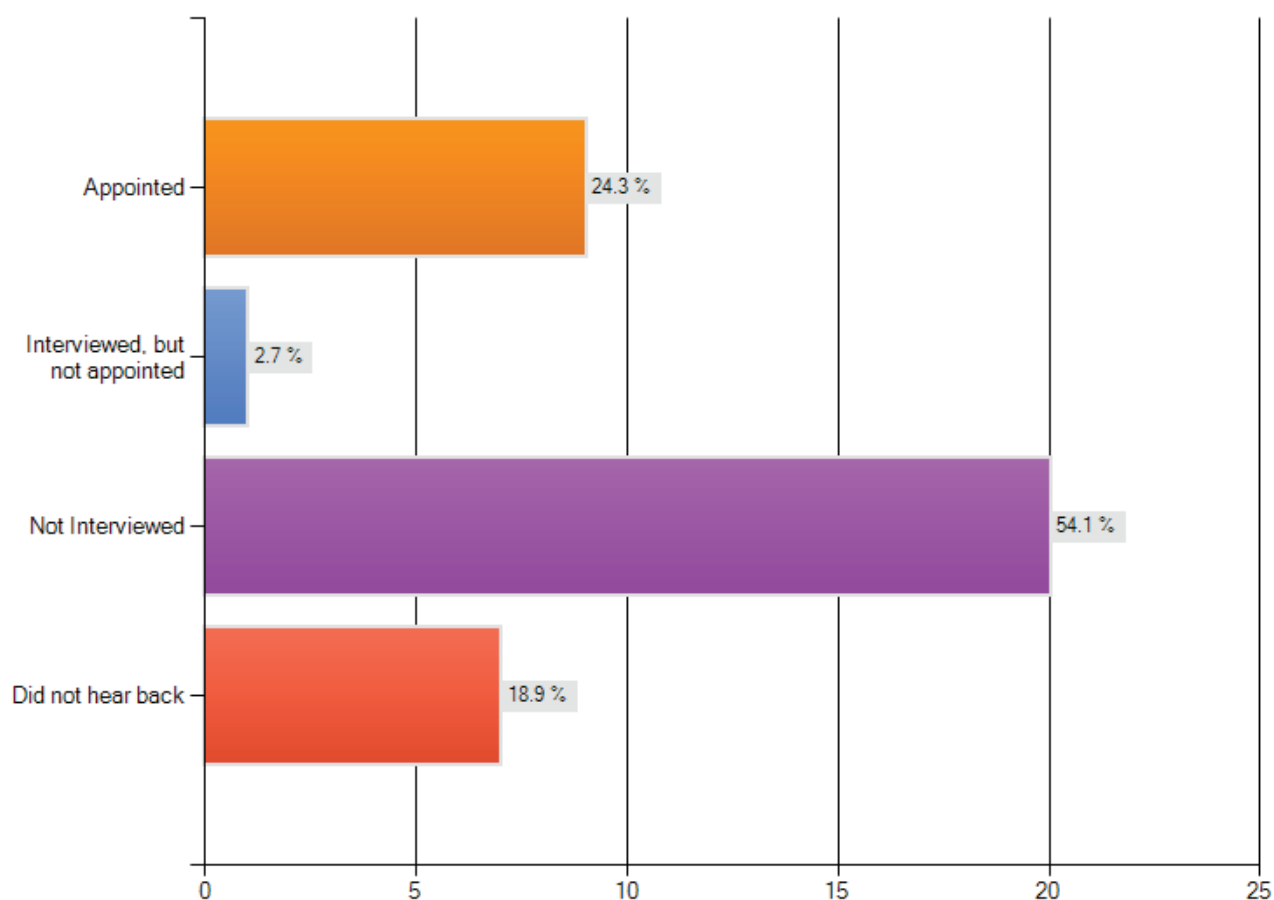
- “Creating a fairer society”
- “A two-way mutual benefit of sharing expertise, challenging status quo/values and effecting strategic change for long-term society benefit”
- “ensuring the voice of service users/public is heard and acted upon”
- “All of the above - but more the chance for BMEs to get in front of decision makers”
- “Contributing my knowledge and expertise to the wider community”

Q3) Have you applied for a Public Appointment since January 2010? If yes, how many did you apply for?



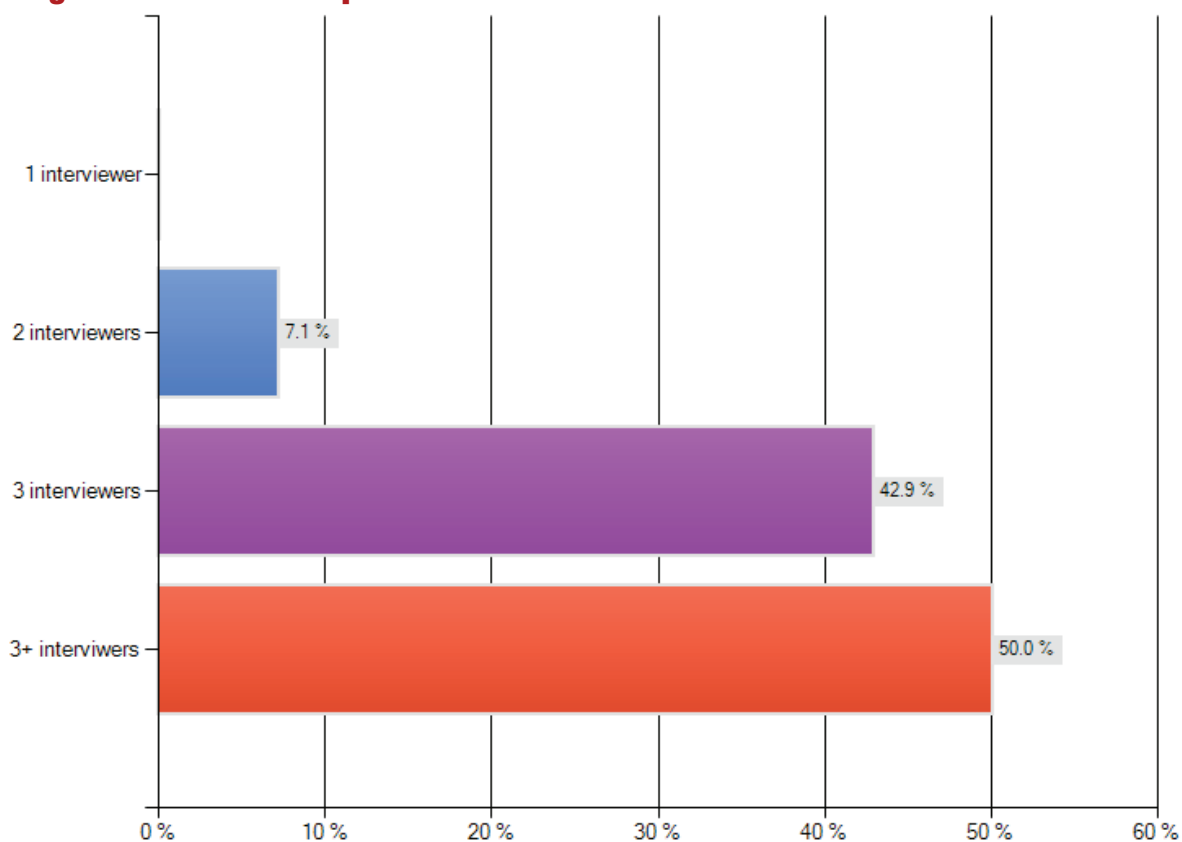
A high proportion of respondents (68.3%) have not applied for a Public Appointment since 2010, 21.7% had applied for between one and three Public Appointments in that same time period and 10% had applied for three or more Public Appointments.

Q4). Thinking of the last Public Appointment position you applied for, what was the outcome?

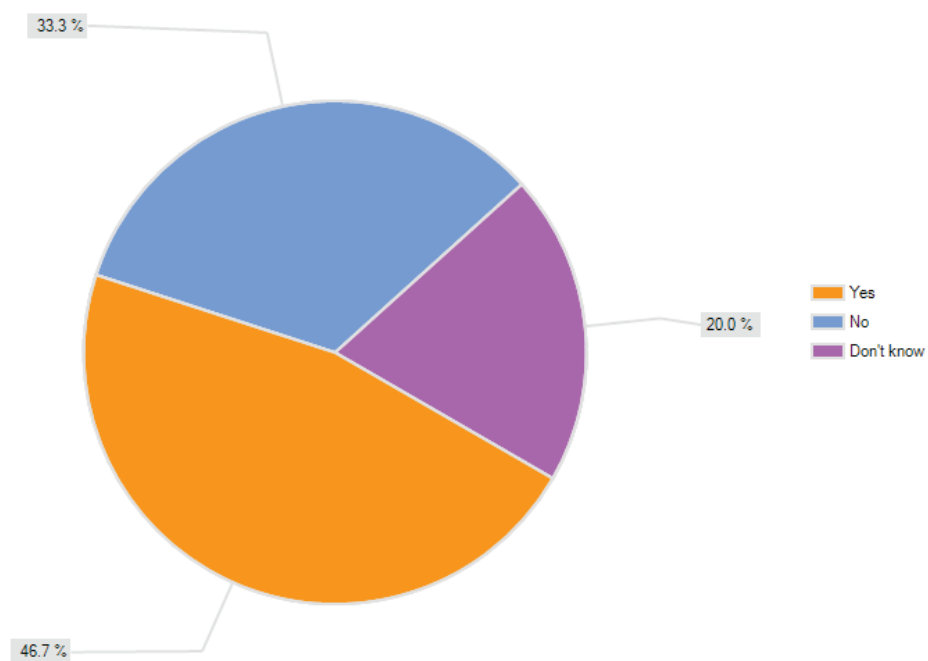


Of those that had applied, 54.1% were not interviewed, 18.9% did not hear back, 2.7% were interviewed but not appointed and just under a quarter 24.3% were appointed to the role.

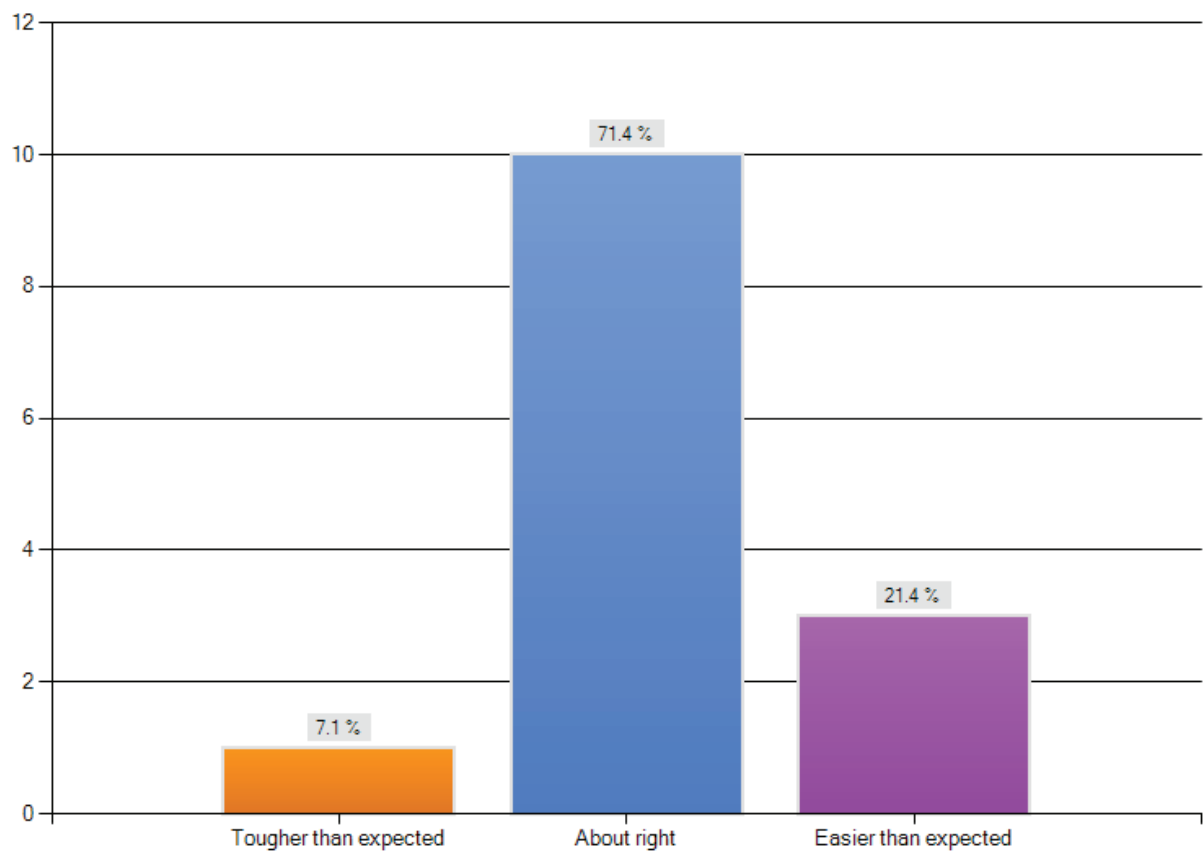
The Public Appointments Interview process
Q5). How big was the interview panel?



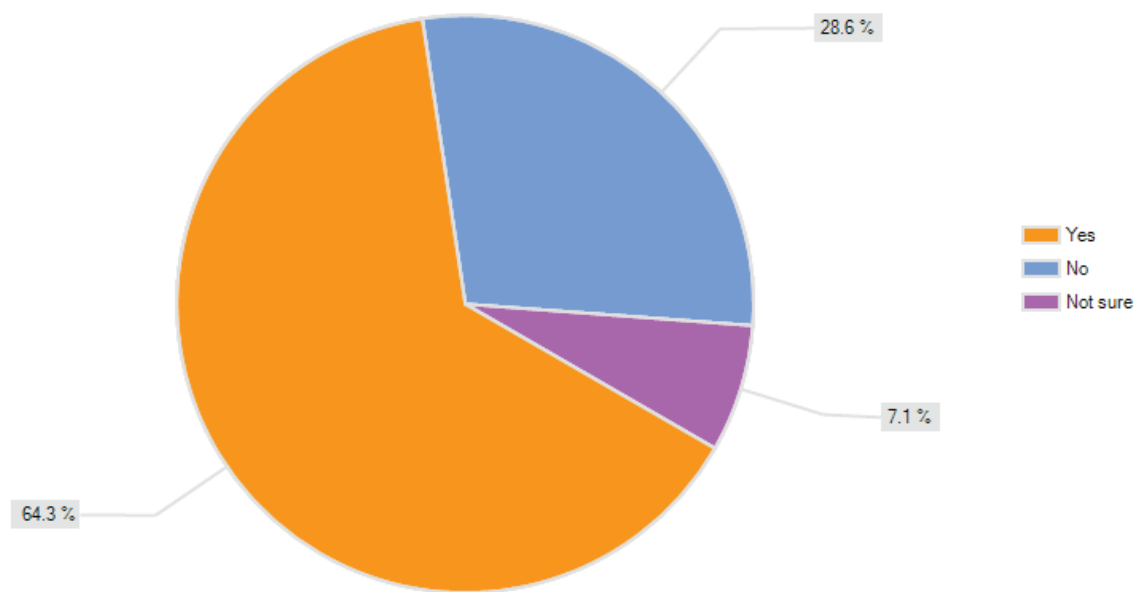
Q6) Was there an independent assessor on the interview panel?



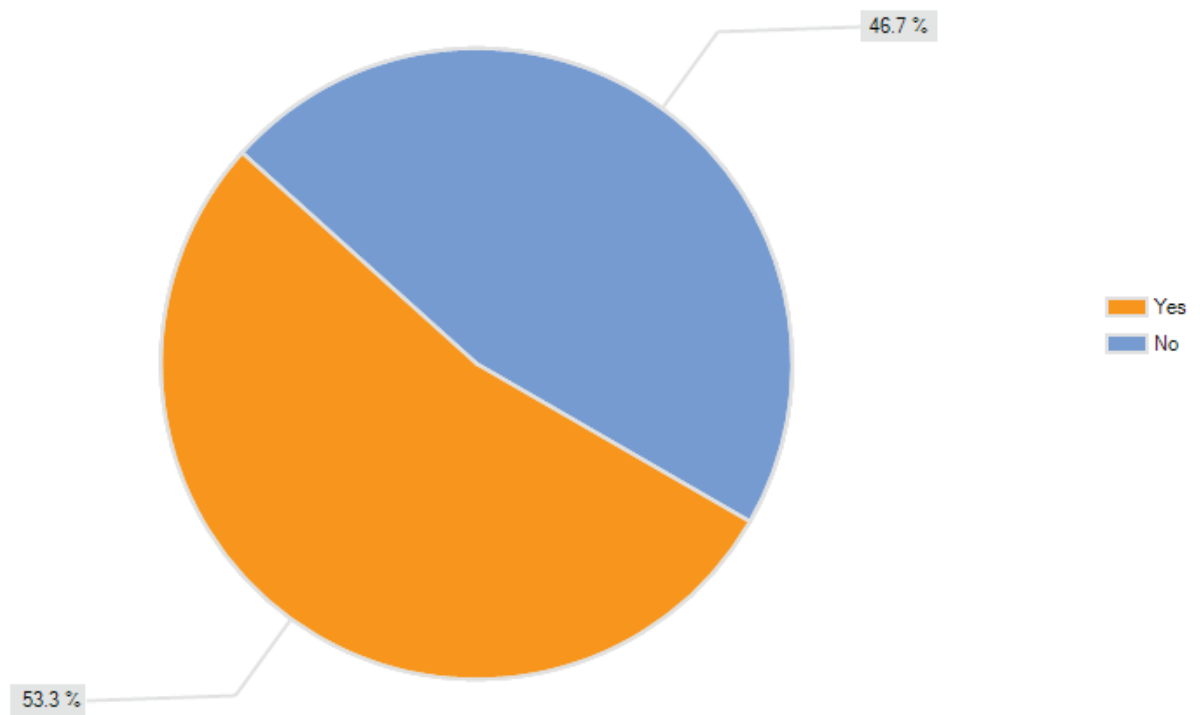
Q7) Did the interview progress as you had anticipated? Or was it....



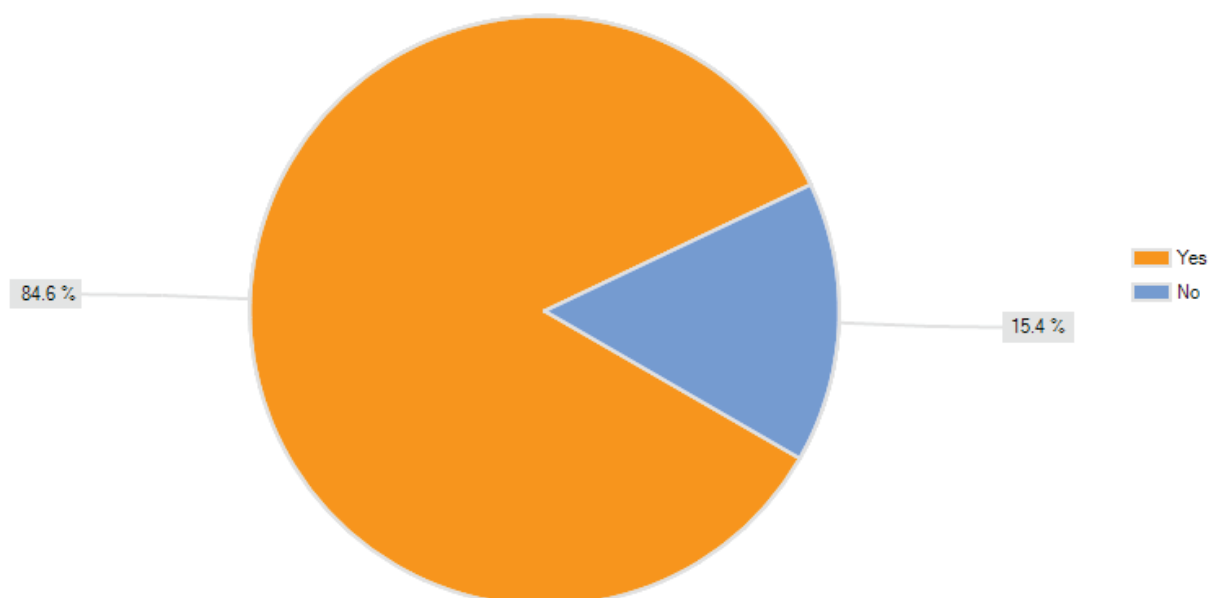
Q8) Did you feel you had enough opportunity to demonstrate your skills?



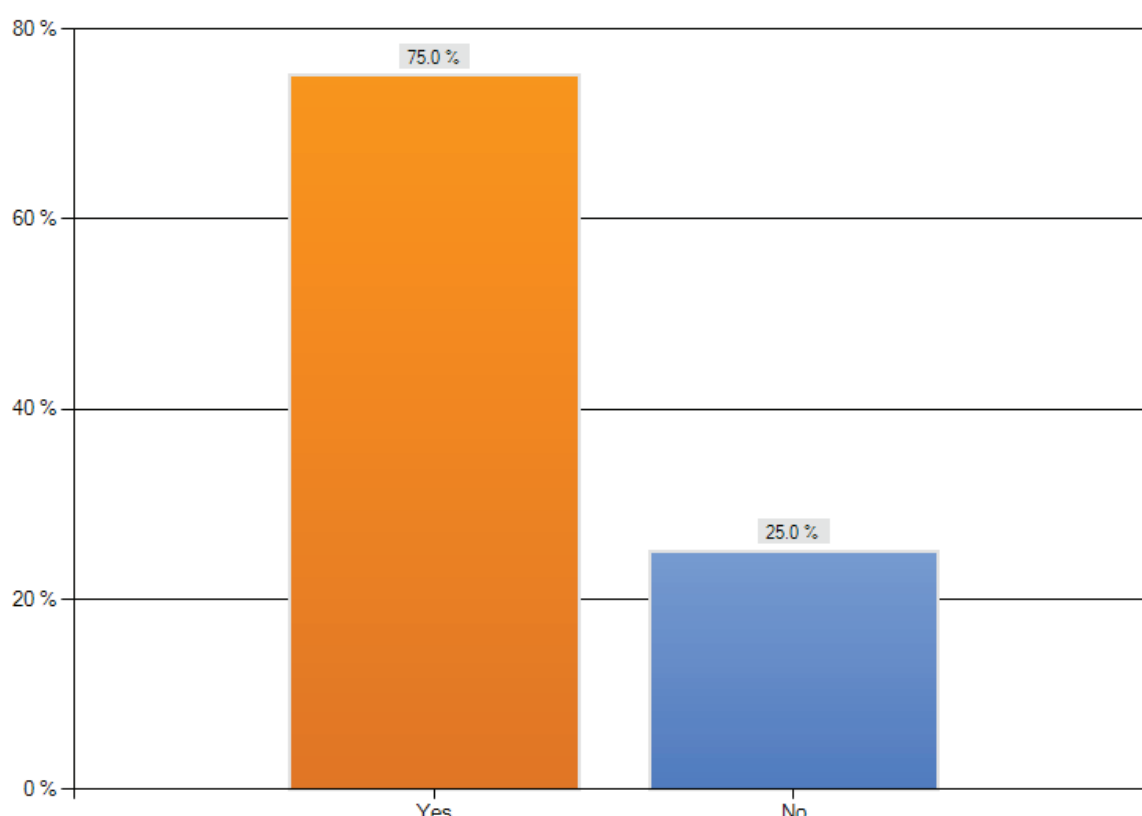
Q9) Did you research the interviewers beforehand?



Q10) Did you have enough time to ask relevant questions?

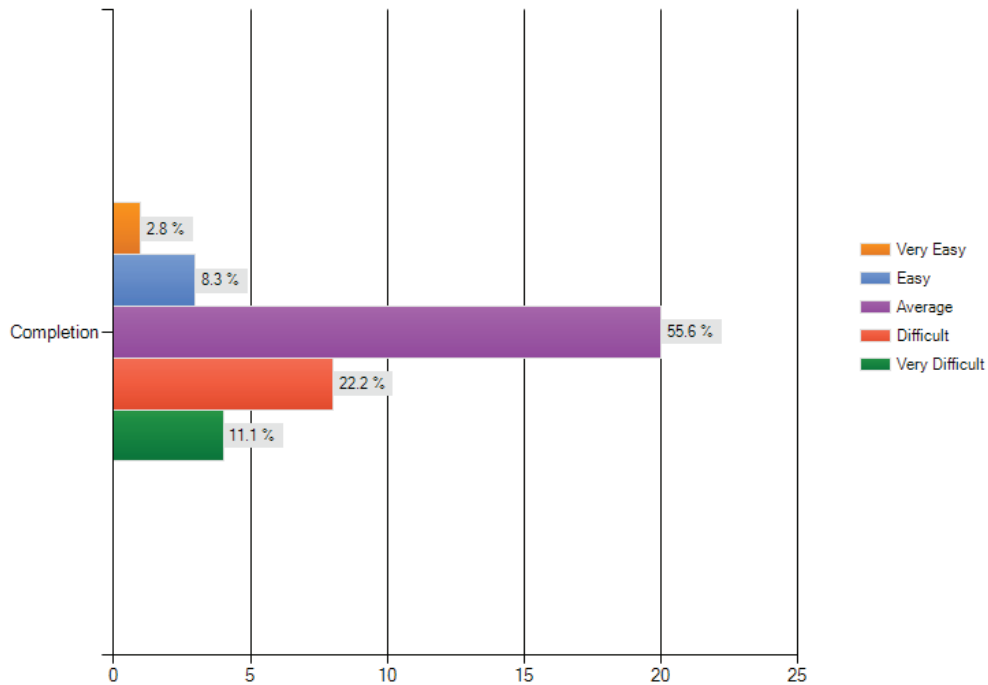


Q11) Was the interview panel able to answer your questions?



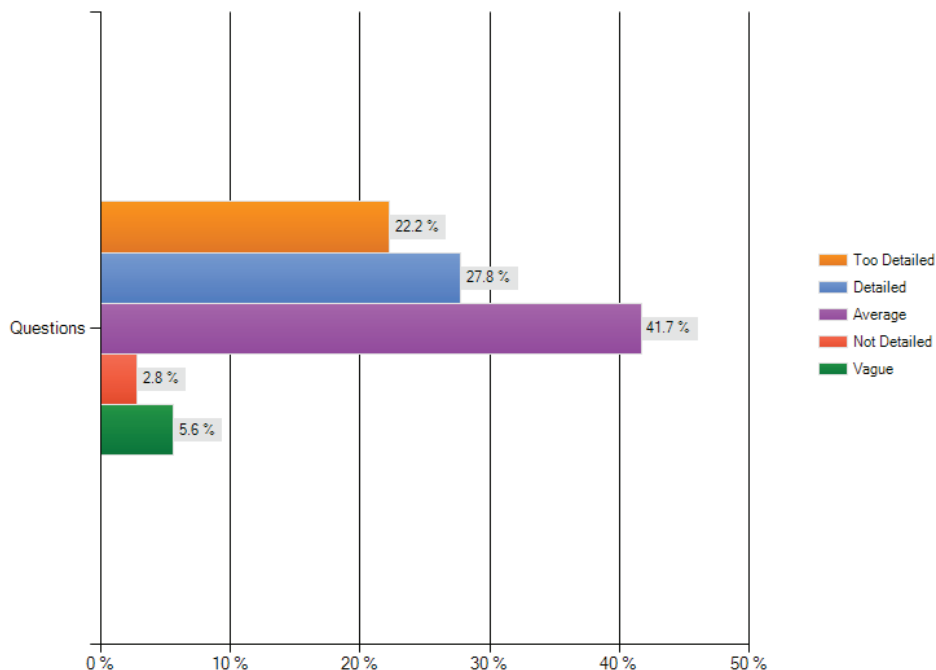
The Public Appointments Application Form

Q12) Thinking of your last Public Appointment application, how easy was it to complete the application form?.



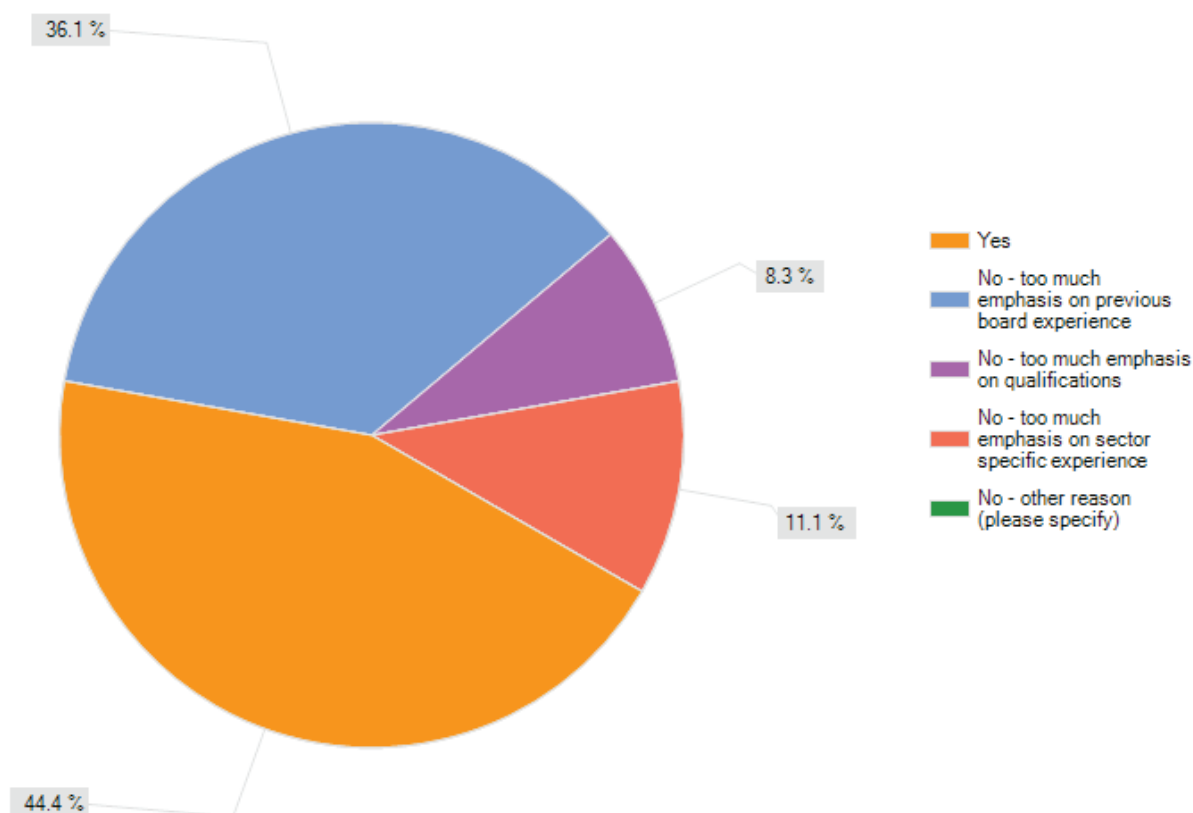
A third of respondents (33.3%) found the Public Appointments application form difficult or very difficult to complete. More than half (55.6%) found it average and less than 10% found it easy or very easy to complete the form.

Q13) How detailed do you think the questions asked were?



50% of respondents found the questions detailed or too detailed with 41.7% finding them of appropriate (average) complexity. Less than 9% found the questions vague and non-specific.

Q14) Did the application form present enough opportunities for you to demonstrate your skills and qualifications?



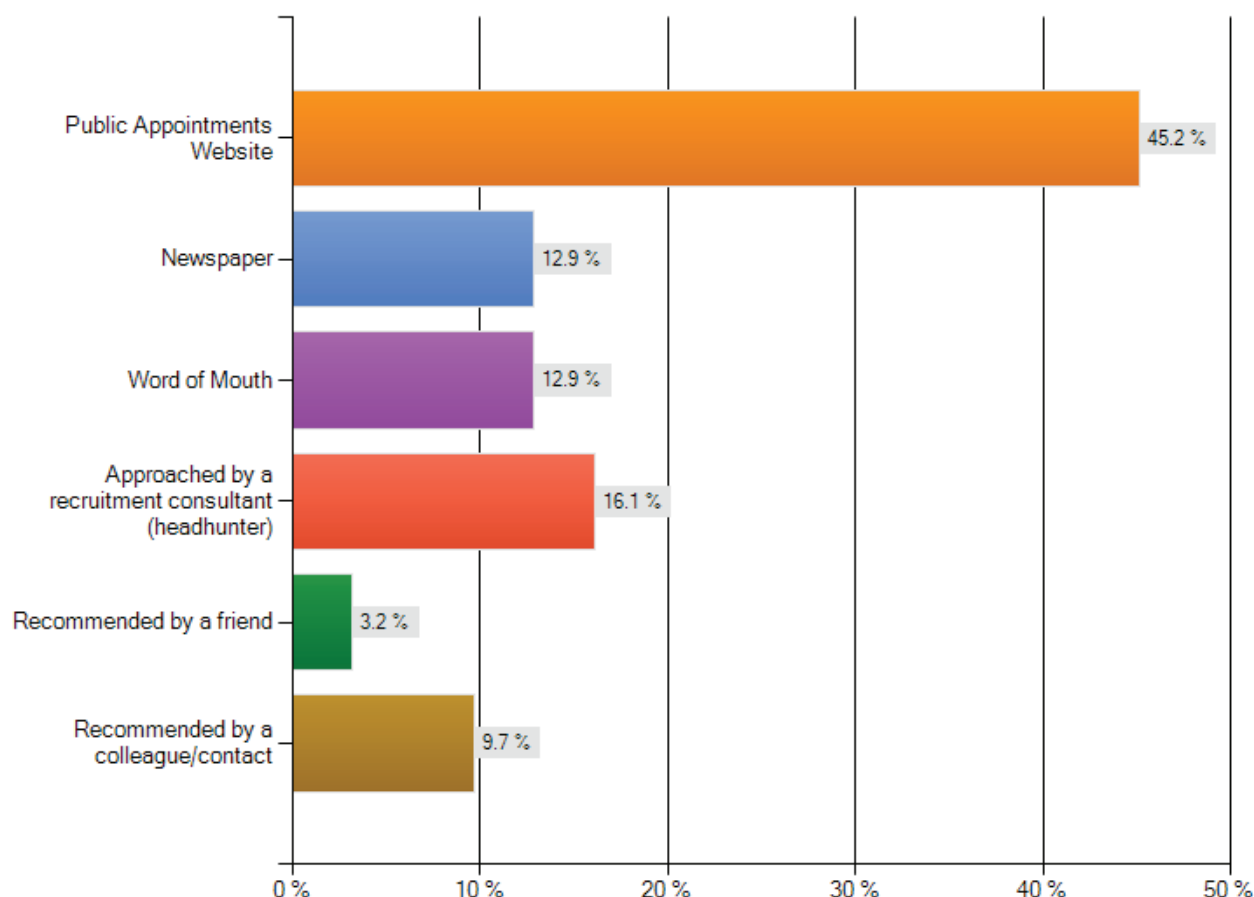
44.4% of respondents found that the application form presented enough opportunity to demonstrate their skills and expertise; more than a third (36.1%) found too much emphasis was placed on previous board experience on the application form; 11.1% of respondents said that there was too much emphasis on sector-specific experience and 8.3% responded that there was too much emphasis on qualifications. There were no responses to the 'other' (please specify) category.

Q15) How long did you spend completing the application form (in minutes)?

Answers ranged from 20 minutes to 8 hours with the mean time being 141.36 minutes (approximately 2 hours and 20 minutes).

Public Appointment Vacancies & Executive Recruitment Consultants

Q16) How did you hear about your last Public Appointment?



The Public Appointments website is working well with 45.2% having heard about the opportunity from that website; 16% were approached by an executive recruitment consultant (we had clarified the term 'headhunter' referred to an executive recruitment consultant); 12.9% had heard about the opportunity through a newspaper or via word of mouth; 9.7% had heard about the opportunity through a colleague or contact and 3.2% via a friend.

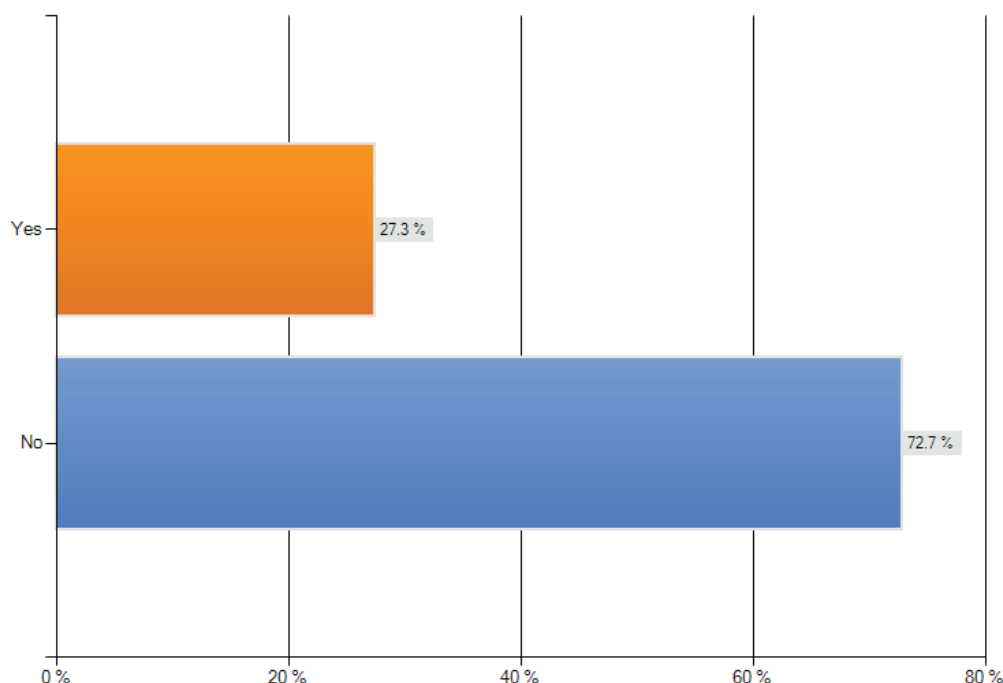
Some respondents had qualified their answer by stating:

NED website

Women on Boards website

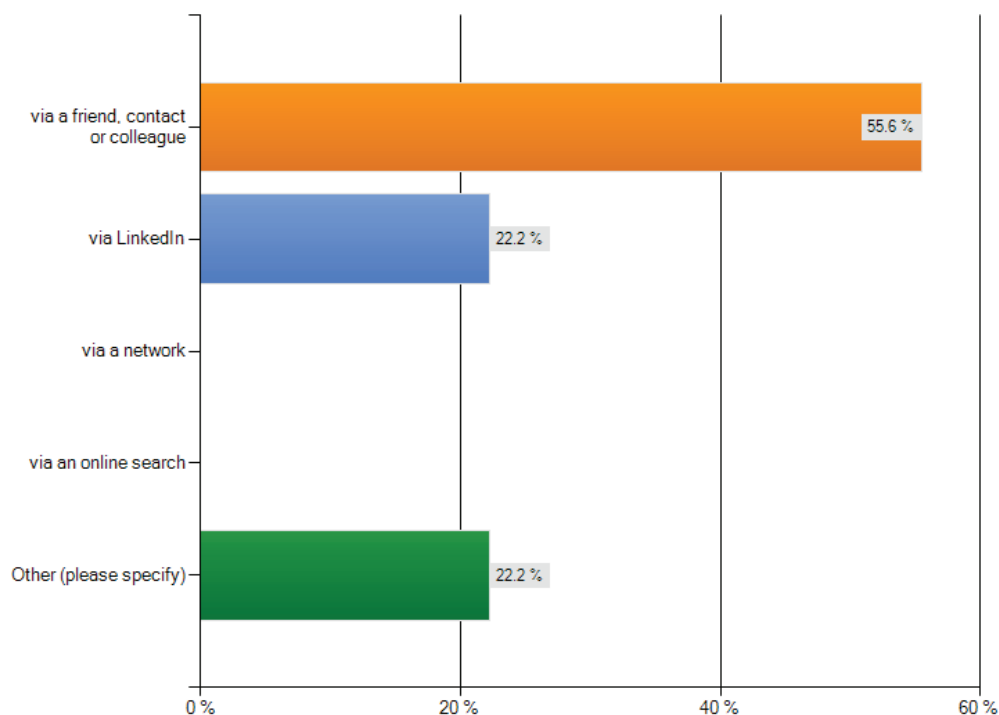
Approached by Chairman of the Board, CEO and Recruitment Consultant

Q17) If you heard about your last Public Appointment from an executive recruitment consultant (headhunter), did you know the recruitment consultant beforehand?



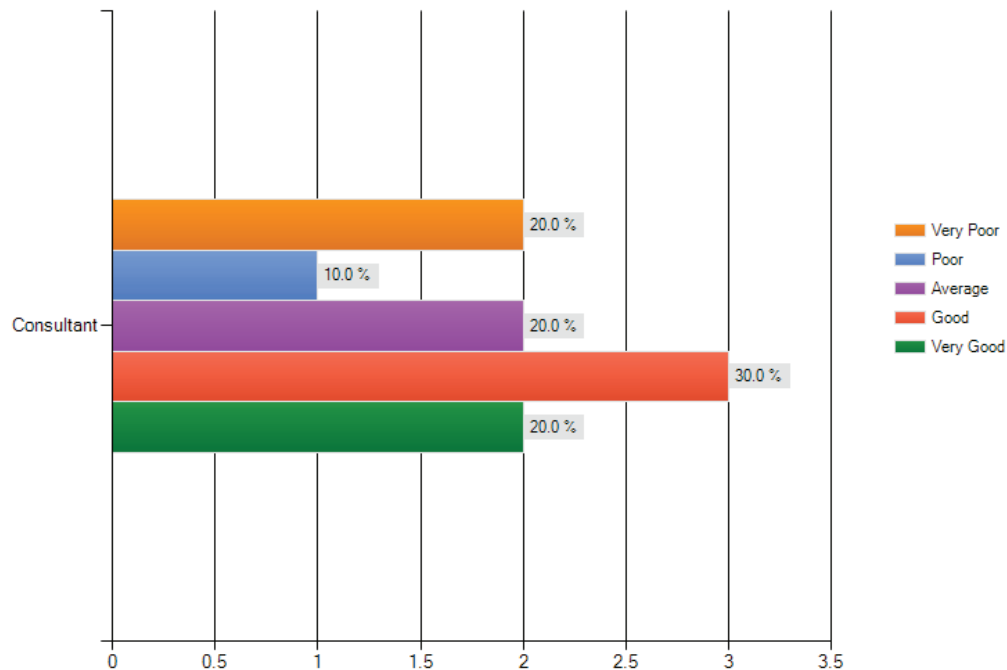
A high majority (72.7%) did not know the executive search consultant prior to being approached.

Q18) How did the recruitment consultant find you?



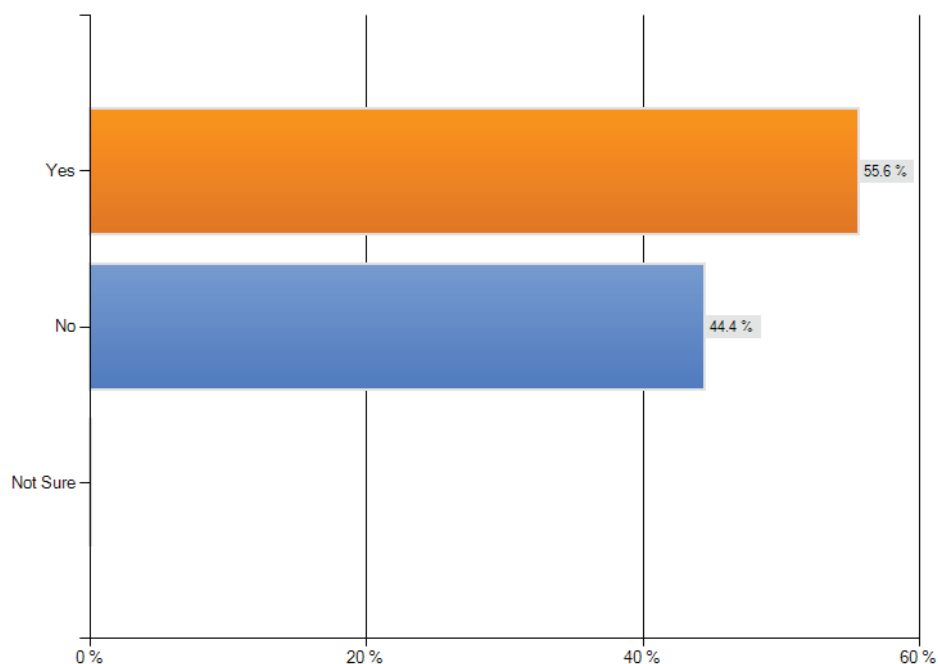
55.6% of respondents said that executive recruitment consultant found them via a friend, contact or colleague, 22.2% said that the website LinkedIn was used and 22.2% said that other means were used such as having previously met the consultant at events.

Q19). How would you rate the recruitment consultant you dealt with in terms of information provided, interpersonal relationship, industry knowledge and feedback given to you?



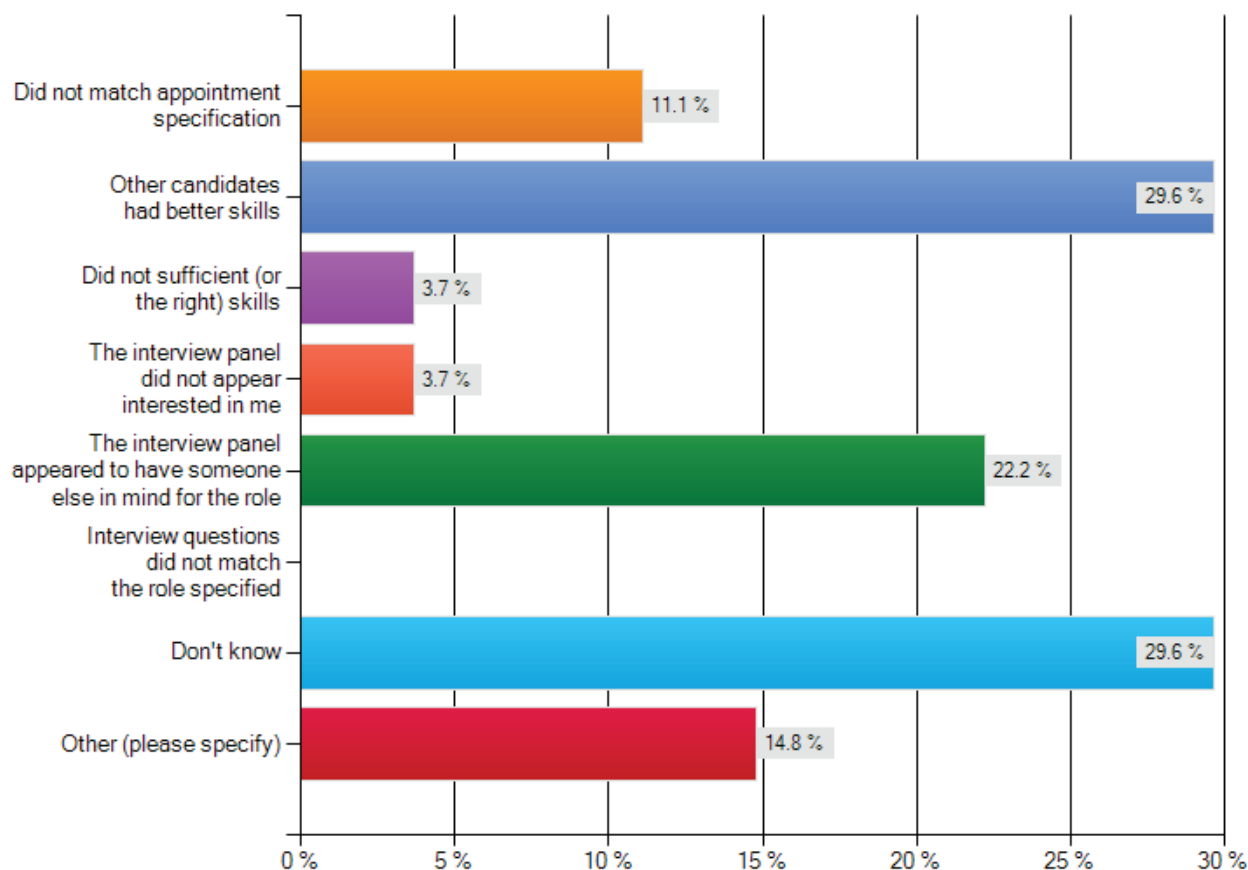
The response this question was mixed: 20% rated their recruitment consultant as very poor; 10% as poor, 20% as average, 30% as good and 20% as very good.

Q20). Would you deal with this recruitment consultant again?



Despite the mixed ratings to the previous question, more than half (55.6%) of respondents said that they would deal with the same recruitment consultant again.

Q21). If you applied for a Public Appointment and were unsuccessful, please select the reasons why you feel you were unsuccessful.

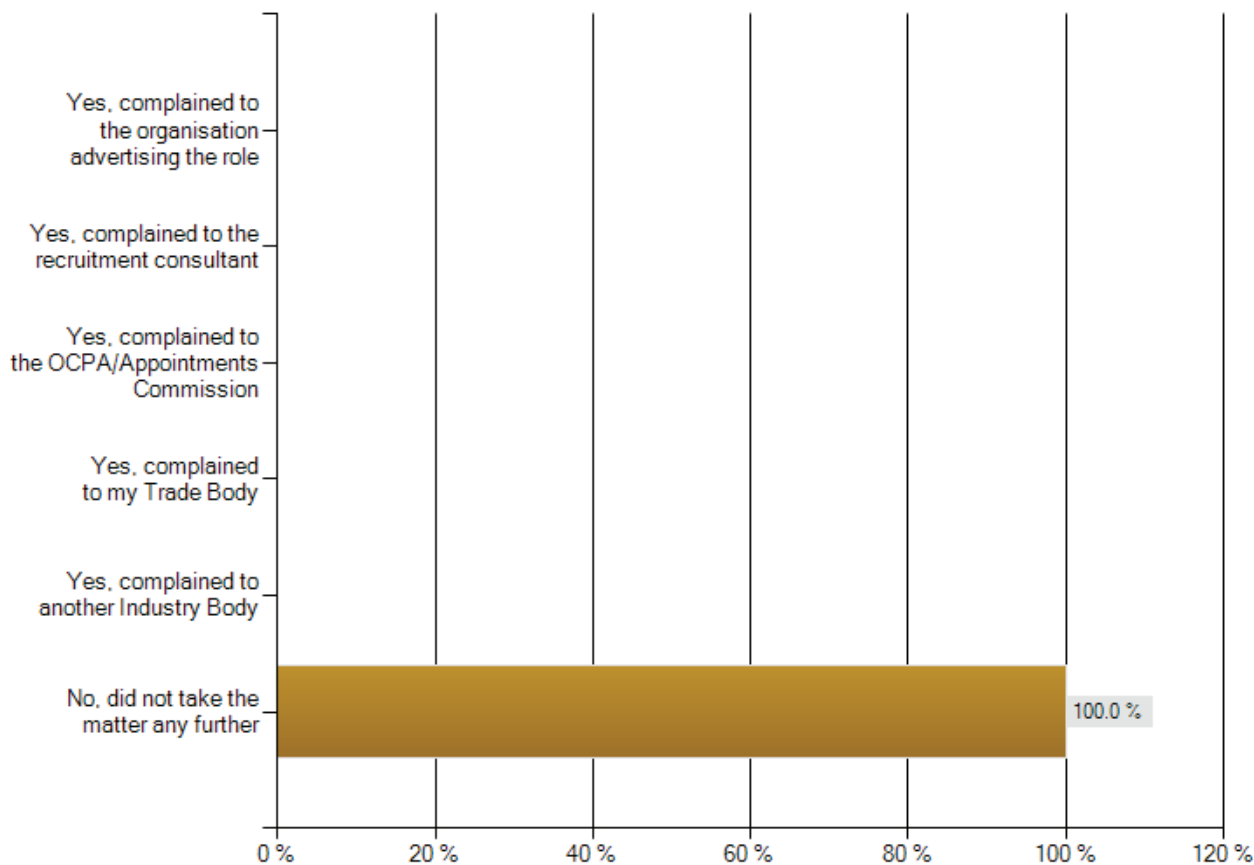


This question also had a mixed response. Nearly a third (29.6%) did not know why they were unsuccessful; 29.6% thought other candidates had better skills; 22.2% thought that the interview panel appeared to have someone else in mind for the role and some comments in the other category suggesting that “the panel seemed to have made up their minds before the interview”. 14.8% of respondents felt that either their skills did not match the appointment specification or that they did not have the right skills.

Answers to the ‘other’ category comprised of comments such as:

- “The panel seemed to have made up their minds before the interview.”
- “Did not have enough experience”
- “No feedback given although specifically requested”

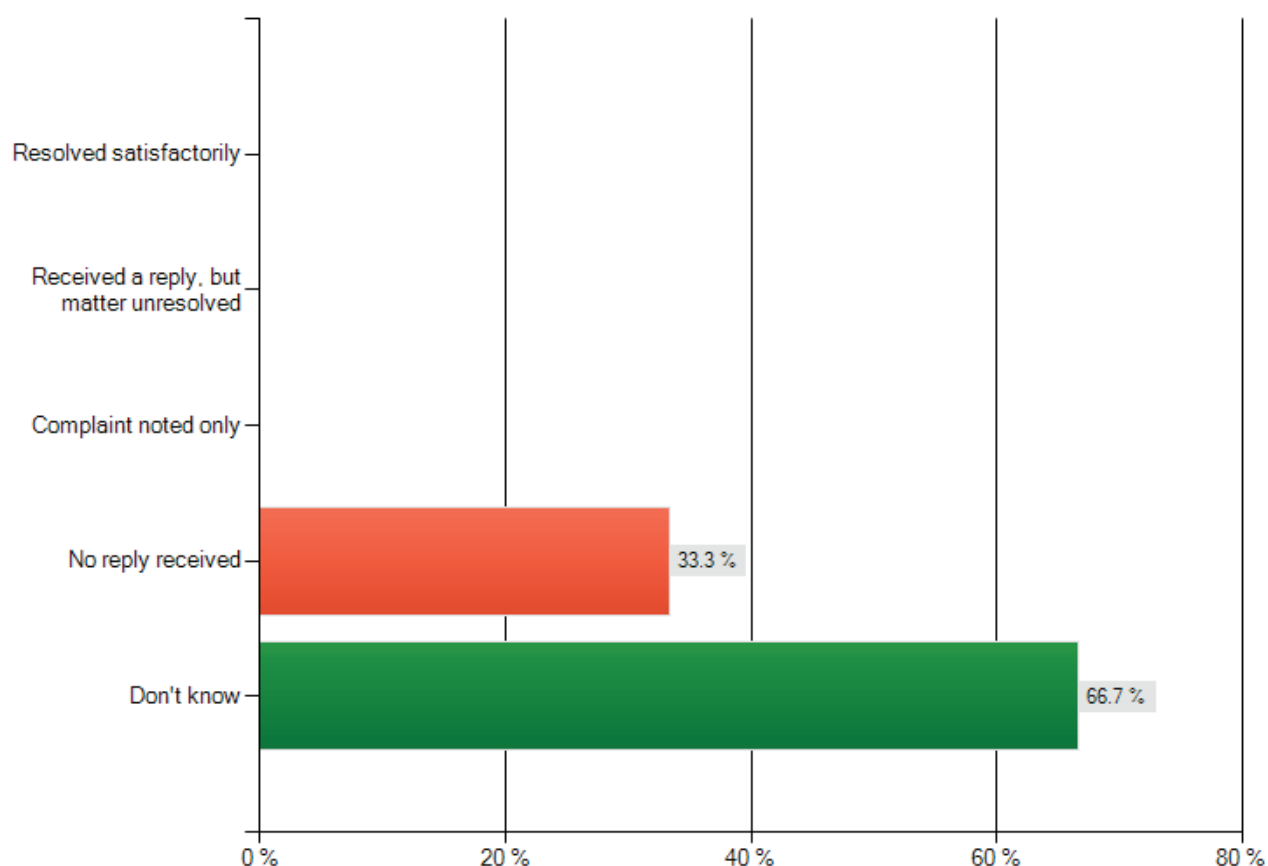
Q22). If you were unsuccessful in your last Public Appointment application, did you take the matter further?



All the respondents answered 'No' to this question, they did not take the matter any further, with some respondents qualifying their selection with comments as shown below:

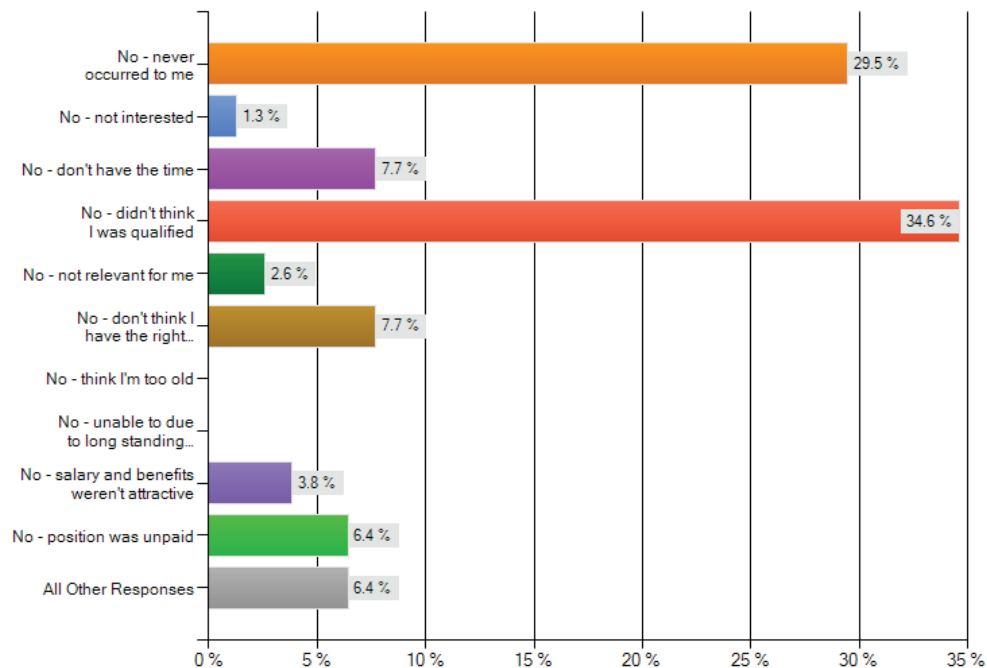
- *"What is the point?"*
- *"I'm not sure there is any point in complaining. The decision is made. It's unlikely to be racism."*
- *"Asked the company for feedback and got none - jobs for the boys!"*
- *"Establishment is all one"*

Q23) What was the outcome of the action you took (as per your reply to the previous question)?



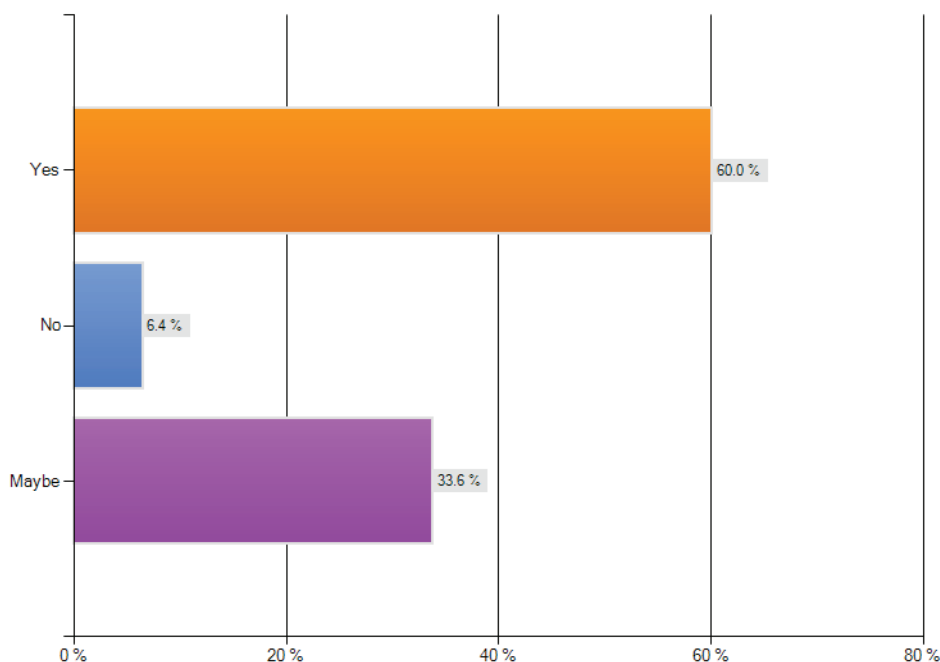
It is difficult to interpret the answers to this question as the replies are dependent on respondents having answered 'Yes' to the previous question, although no one did. The only conclusion that can be drawn is that if feedback or no reply was received from their last Public Appointment application, respondents are using this question to indicate that a reply was not received.

Q24) If have not applied for a Public Appointment before, please specify why you did not apply.



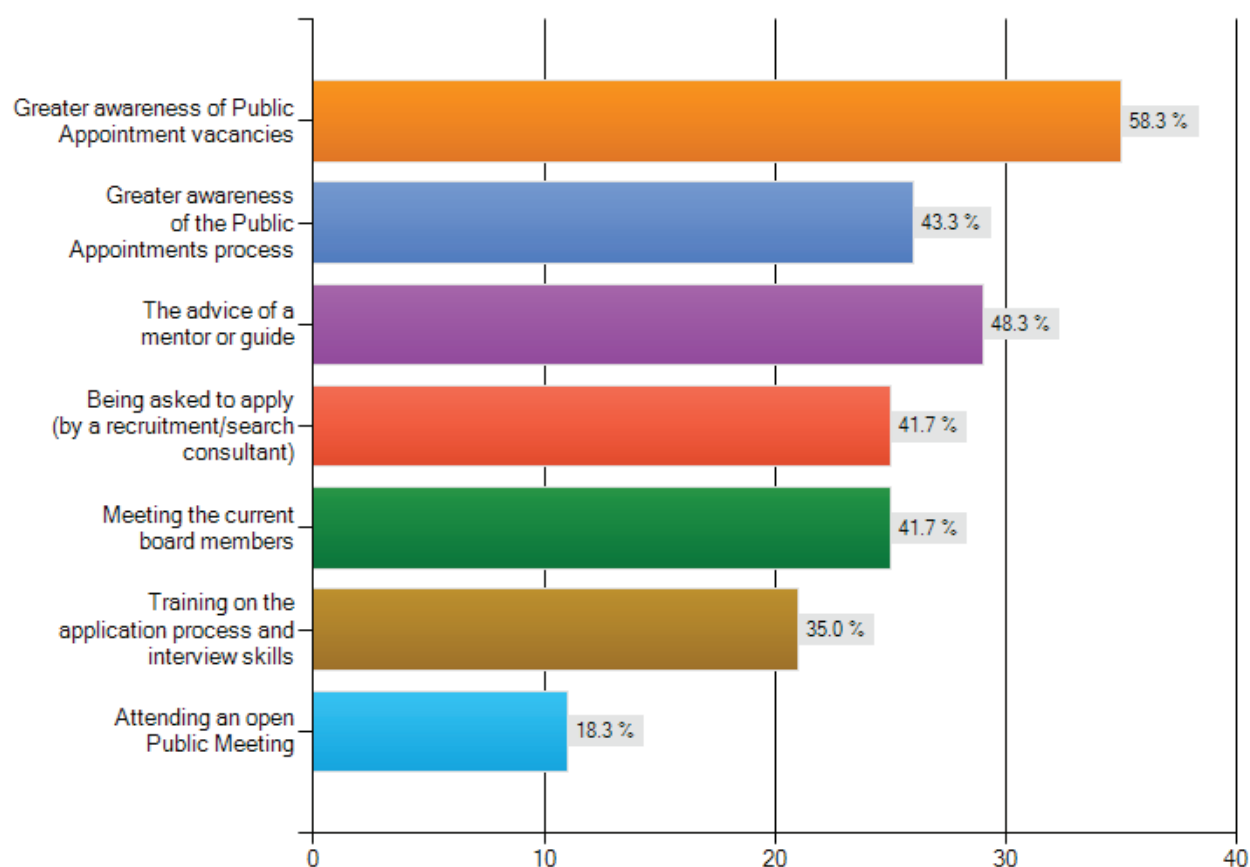
More than a third of respondents (34.6%) did not apply for a Public Appointment because they did not think they were qualified, 29.5% did not consider it at all (it never occurred to me), 10.2% did not apply because the position was unpaid or the salary and benefits weren't attractive and 7.7% did not have the time or felt they did not have the right skills, respectively, and 1.3% were not interested.

Q25) Would you consider applying for a Public Appointment in the future?



A high majority (60%) would consider applying for a Public Appointment in the future, 33.6% may consider it and only 6.4% said that they would not apply.

Q26) If you answered 'No' or 'Maybe' to the previous question, what would encourage you to apply (select as many as apply)?



58.3% would be encouraged to apply for a Public Appointment with great awareness of vacancies; 48.3% would be encouraged by the advice of a mentor or guide; 43.3% would be encouraged by being more aware of the Public Appointments Process; 41.7% would be encouraged to apply if asked or by meeting current board members; 35% felt they would be encouraged by more training on the application process and improving their interview skills and 18.3% said attending an open public meeting would provide encouragement.

Comments provided included:

"Fairness in selection process and actually considering what the candidate might bring to the table rather than judging them on their accolades!"

"Greater clarity/understanding of the specific skills/knowledge wanted by the public body, making it easier to match personal attributes."

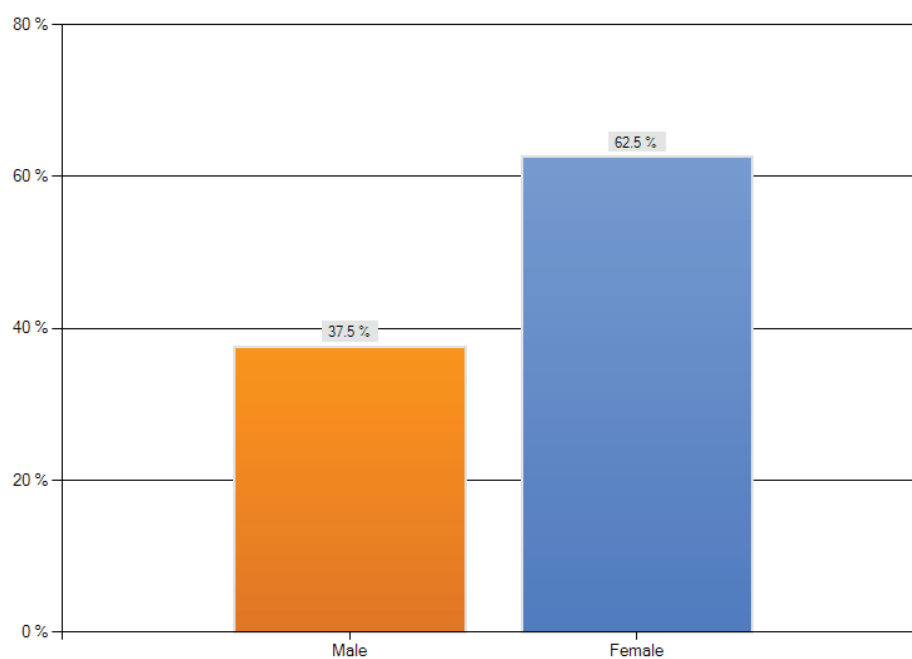
"I applied for many before 2010 and, although I have excellent credentials, was never ever shortlisted. The strong impression was that they didn't really want people like me"

"A tap on the shoulder would be appreciated. If this happens for white men, why not for the rest of us?"

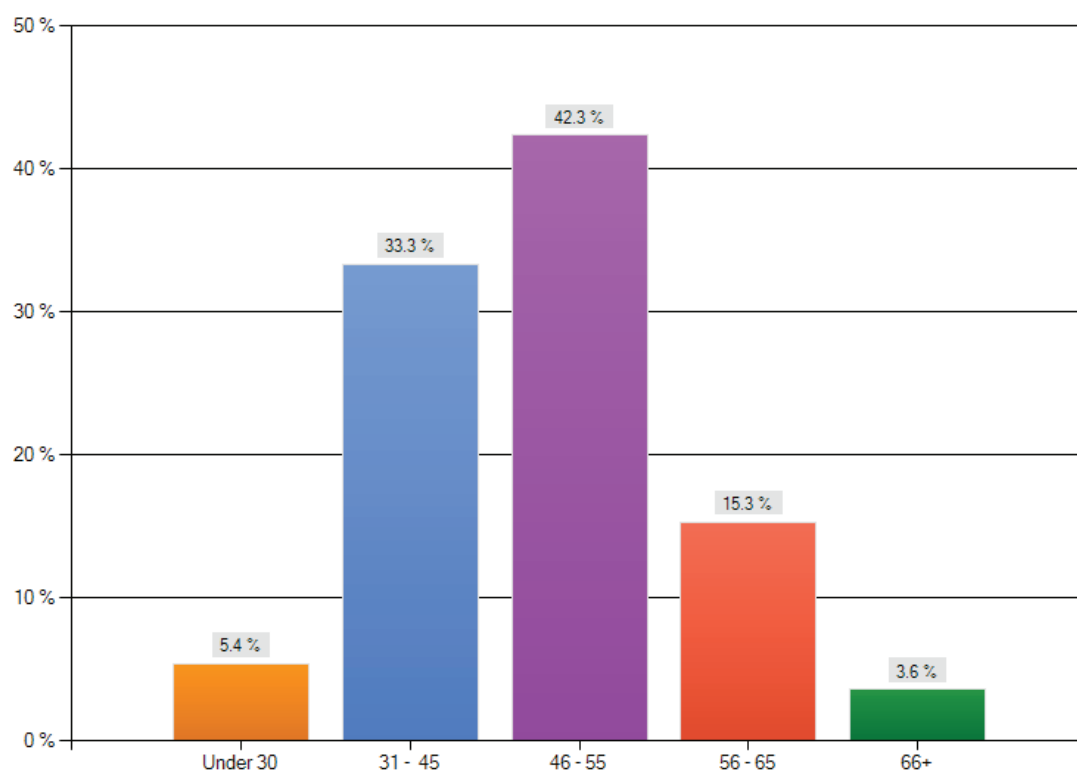
"Payment - sick of giving my time and expertise for free"

Demographic Data

Q27) Are you male or female?

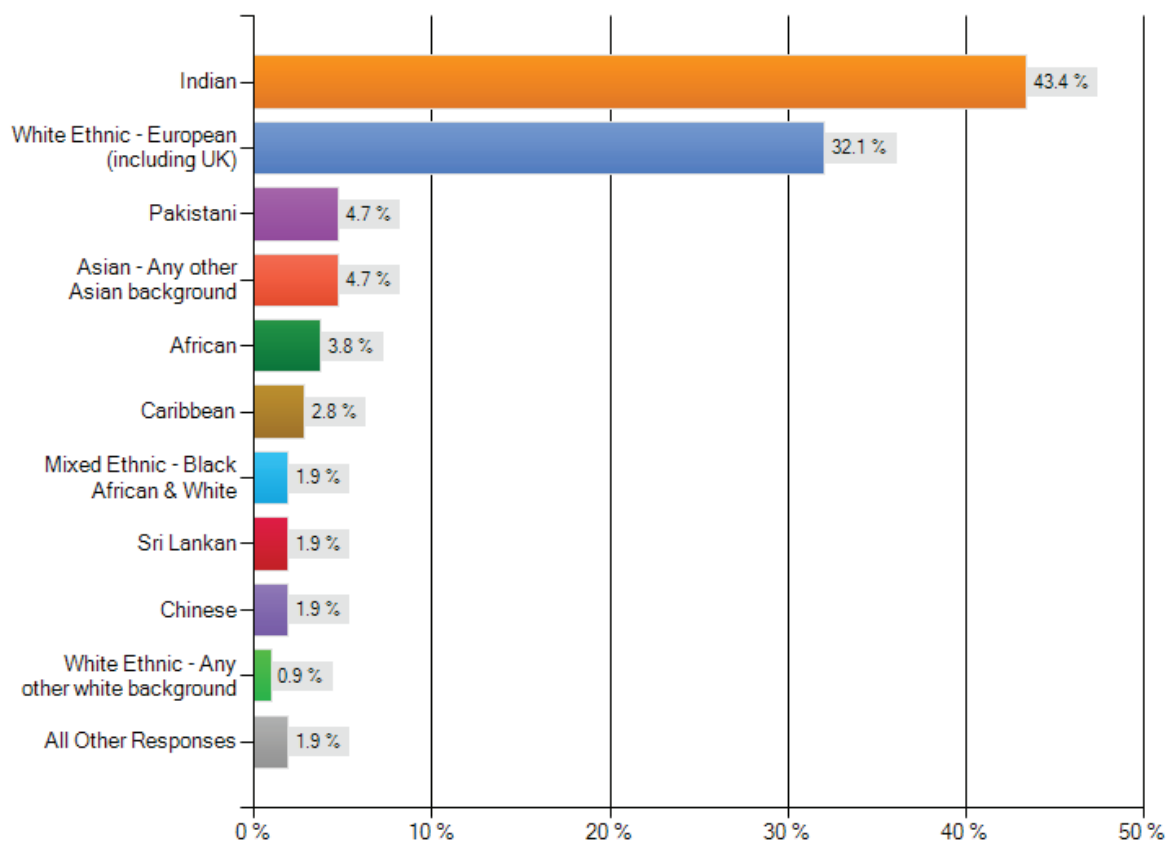


Q28) Which age bracket do you fall in?



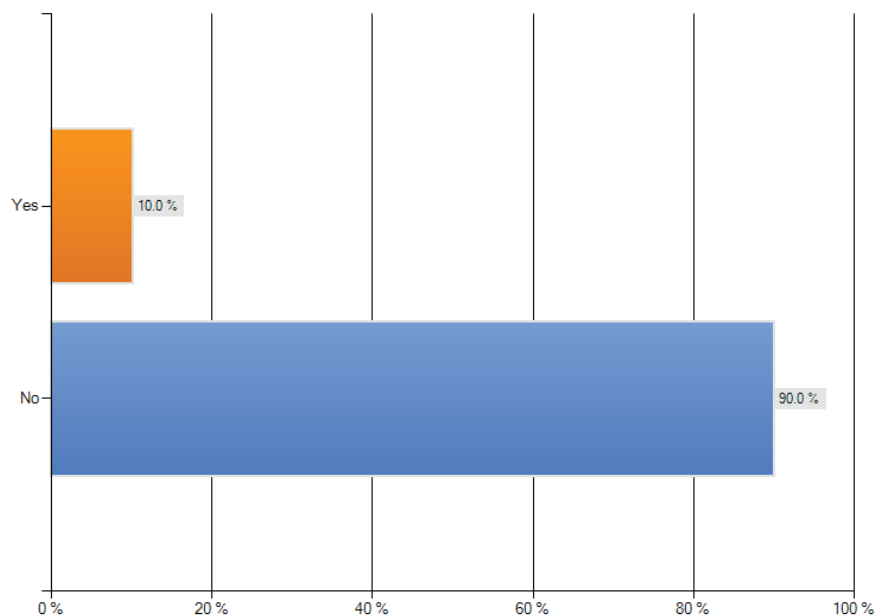
Demographic Data

Q29) What is your ethnic origin?

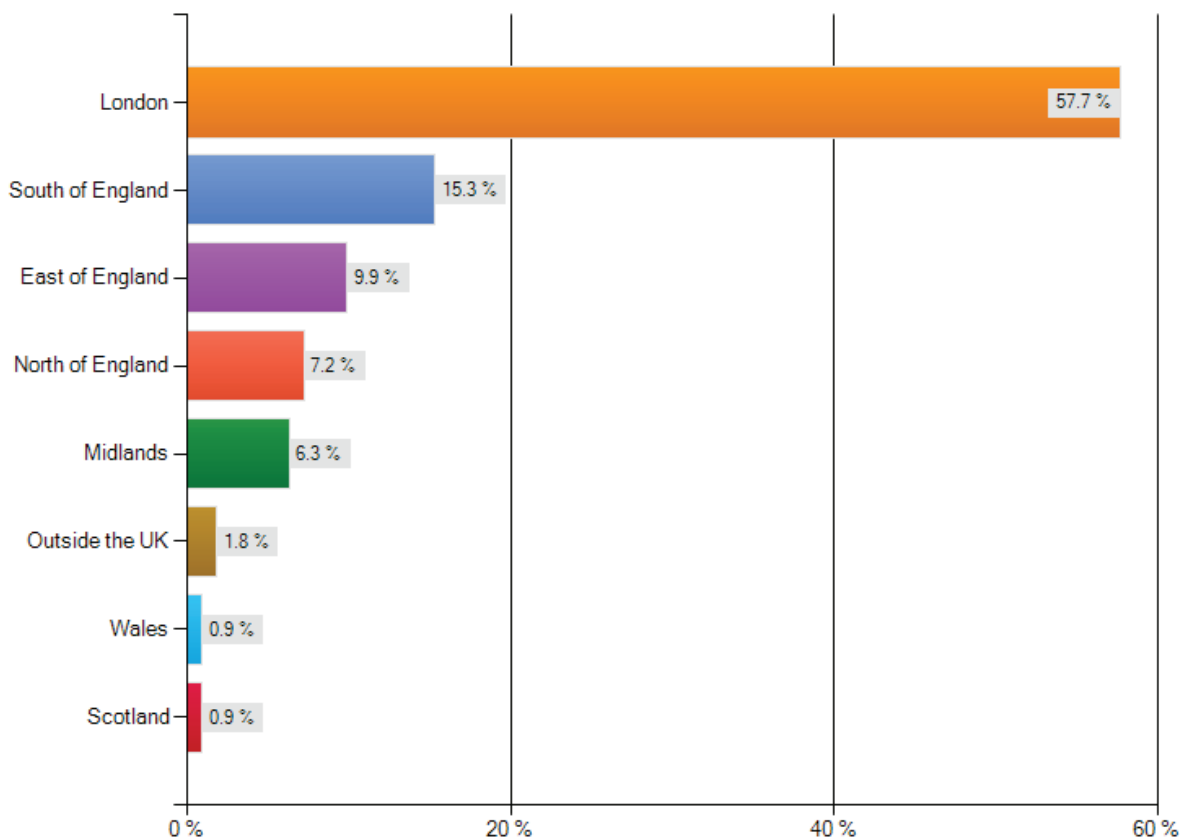


43.4% of respondents to this survey were Indian; 33% were of White European or White Ethnic background; 4.7% were Pakistani, 4.7% were of other Asian background, 3.8% were African, 2.8% were Caribbean and 1.9% were of Mixed Ethnic, Sri Lankan or Chinese background, respectively. The 1.9% who answered 'other' classified themselves as 'British Asian'.

Q30) Do you consider that you have a disability?

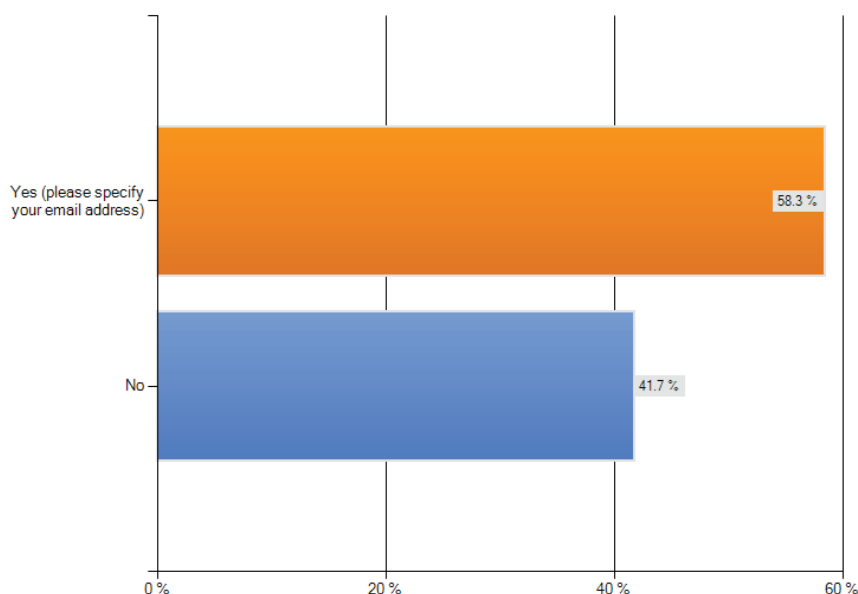


Q31) Where do you currently live?



The majority live in the South East of England with 57.7% in London, 15.3% in Southern England, 9.9% in Eastern England. 7.2% of respondents live in the North of England, 6.3% in the Midlands, 0.9% respectively in Wales and Scotland and 1.8% live outside the UK.

Q32). We would like to conduct one-to-one phone interviews (in the strictest confidence) that should last no longer than 10-15 minutes with Public Appointments applicants, may we contact you?



More than half (58.3%) of respondents would be happy to provide further assistance via one-to-one interviews and provided their email address details for follow.

Beyond the Glass Ceiling: Public Appointments Survey

Public Appointment Opportunities

In the UK there are currently approximately 560 Public Bodies operating at arms length from Government. They range from Healthcare Primary Care Trusts to National Park Authorities and include public corporations like the BBC. Each Public Body is governed by a Board and chaired by a Non-Executive Board Member and several hundred board appointments are made each year. The purpose of this survey is to analyze experiences of individuals applying for a board level role known as a Public Appointment.

This survey will take only few minutes to complete.

* Public Appointment refers to becoming a Board Member of an Arms Length Body (ALB), a Non-Departmental Public Body (NDPB), a Commission, NHS Body or PCT Trust. It excludes local council elections, professional societies, trade bodies, charities and school governor roles.

1. How aware are you of Public Appointment* opportunities?

- ☐ Very aware
- ☐ A little aware
- ☐ Not aware

2. What do you see as the main benefit of taking up a Public Appointment?

- ☐ Developing my skills
- ☐ Enhancing my career
- ☐ Benefiting my community
- ☐ Benefiting society
- ☐ Other (please specify)

3. Have you applied for a Public Appointment since January 2010? If yes, how many did you apply for?

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 3 or more
- ☐ No, did not apply

Beyond the Glass Ceiling: Public Appointments Survey

Public Appointments Process

The following questions all relate to the Public Appointments interview process.

4. Thinking of the last Public Appointment position you applied for, what was the outcome?

- ☐ Appointed
- ☐ Interviewed, but not appointed
- ☐ Not Interviewed
- ☐ Did not hear back

If you did not hear back, please add any comments

Beyond the Glass Ceiling: Public Appointments Survey

Public Appointments Interview Process

The following questions relate to the interview(s) you may have had as part of the Public Appointments process. If you were interviewed, please answer the following questions else skip to the next page.

5. How big was the interview panel?

- ☐ 1 interviewer
- ☐ 2 interviewers
- ☐ 3 interviewers
- ☐ 3+ interviewers

6. Was there an independent assessor on the interview panel?

- ☐ Yes
- ☐ No
- ☐ Don't know

7. Did the interview progress as you had anticipated? Or was it....

- ☐ Tougher than expected
- ☐ About right
- ☐ Easier than expected

8. Did you feel you had enough opportunity to demonstrate your skills?

- ☐ Yes
- ☐ No
- ☐ Not sure

9. Did you research the interviewers beforehand?

- ☐ Yes
- ☐ No

Comments

10. Did you have enough time to ask relevant questions?

- ☐ Yes
- ☐ No

Comments (please specify)

Beyond the Glass Ceiling: Public Appointments Survey

11. Was the interview panel able to answer your questions?

☐ Yes

☐ No

Comments (please specify)

Beyond the Glass Ceiling: Public Appointments Survey

Public Appointments Application Form

The following questions relate to the Public Appointments application form. Please give as much detail as possible.

12. Thinking of your last Public Appointment application:

How easy was it to complete the application form? Select the appropriate no.

| | Very Easy | Easy | Average | Difficult | Very Difficult |
|------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Completion | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

13. How detailed do you think the questions asked were?

| | Too Detailed | Detailed | Average | Not Detailed | Vague |
|-----------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Questions | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

14. Did the application form present enough opportunities for you to demonstrate your skills and qualifications?

- ☐ Yes
- ☐ No - too much emphasis on previous board experience
- ☐ No - too much emphasis on qualifications
- ☐ No - too much emphasis on sector specific experience
- ☐ No - other reason (please specify)

15. How long did you spend completing the application form (in minutes)?

Beyond the Glass Ceiling: Public Appointments Survey

Public Appointment Vacancies

The following questions relate to your awareness and knowledge of Public Appointment vacancies.

16. How did you hear about your last Public Appointment?

- ☐ Public Appointments Website
- ☐ Newspaper
- ☐ Word of Mouth
- ☐ Approached by a recruitment consultant (headhunter)
- ☐ Recommended by a friend
- ☐ Recommended by a colleague/contact

Other (please specify)

17. If you heard about your last Public Appointment from an executive recruitment consultant (headhunter), did you know the recruitment consultant beforehand?

- ☐ Yes
- ☐ No

18. How did the recruitment consultant find you?

- ☐ via a friend, contact or colleague
- ☐ via LinkedIn
- ☐ via a network
- ☐ via an online search
- ☐ Other (please specify)

19. How would you rate the recruitment consultant you dealt with in terms of information provided, interpersonal relationship, industry knowledge and feedback given to you?

| | Very Poor | Poor | Average | Good | Very Good |
|------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Consultant | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

20. Would you deal with this recruitment consultant again?

- ☐ Yes
- ☐ No
- ☐ Not Sure

Beyond the Glass Ceiling: Public Appointments Survey

21. If you applied for a Public Appointment and were unsuccessful, please select the reasons why you feel you were unsuccessful

- ☐ Did not match appointment specification
- ☐ Other candidates had better skills
- ☐ Did not sufficient (or the right) skills
- ☐ The interview panel did not appear interested in me
- ☐ The interview panel appeared to have someone else in mind for the role
- ☐ Interview questions did not match the role specified
- ☐ Don't know
- ☐ Other (please specify)

Beyond the Glass Ceiling: Public Appointments Survey

Public Appointments Complaints Procedure

The following questions relate to the Public Appointments Complaints Procedure and the outcomes of complaints raised.

22. If you were unsuccessful in your last Public Appointment application, did you take the matter further?

- ☐ Yes, complained to the organisation advertising the role
- ☐ Yes, complained to the recruitment consultant
- ☐ Yes, complained to the OCPA/Appointments Commission
- ☐ Yes, complained to my Trade Body
- ☐ Yes, complained to another Industry Body
- ☐ No, did not take the matter any further

If you complained to a Trade or Industry Body (please specify)

23. What was the outcome of the action you took (as per your reply to the previous question)?

- ☐ Resolved satisfactorily
- ☐ Received a reply, but matter unresolved
- ☐ Complaint noted only
- ☐ No reply received
- ☐ Don't know

Beyond the Glass Ceiling: Public Appointments Survey

Public Appointments - The Future

These questions relate to your view of Public Appointments.

24. If have not applied for a Public Appointment before, please specify why you did not apply.

- ☐ No - never occurred to me
- ☐ No - not interested
- ☐ No - don't have the time
- ☐ No - didn't think I was qualified
- ☐ No - not relevant for me
- ☐ No - don't think I have the right demographic background
- ☐ No - think I'm too old
- ☐ No - unable to due to long standing illness or disability
- ☐ No - salary and benefits weren't attractive
- ☐ No - position was unpaid
- ☐ No - prefer to devote my time to a charity/cause
- ☐ No - prefer to devote my time to a local project

25. Would you consider applying for a Public Appointment in the future?

- ☐ Yes
- ☐ No
- ☐ Maybe

26. If you answered 'No' or 'Maybe' to the previous question, what would encourage you to apply (select as many as apply)?

- ☐ Greater awareness of Public Appointment vacancies
- ☐ Greater awareness of the Public Appointments process
- ☐ The advice of a mentor or guide
- ☐ Being asked to apply (by a recruitment/search consultant)
- ☐ Meeting the current board members
- ☐ Training on the application process and interview skills
- ☐ Attending an open Public Meeting

Other (please specify)

Beyond the Glass Ceiling: Public Appointments Survey

Demographic Information

The following questions relate to providing background demographic information. Information provided will be used anonymously.

27. Are you?

- ☐ Male
- ☐ Female

28. Which age bracket do you fall in?

- ☐ Under 30
- ☐ 31 - 45
- ☐ 46 - 55
- ☐ 56 - 65
- ☐ 66+

29. What is your ethnic origin?

- ☐ White Ethnic - European (including UK)
- ☐ White Ethnic - Any other white background
- ☐ Mixed Ethnic - Black Caribbean & White
- ☐ Mixed Ethnic - Black African & White
- ☐ Mixed Ethnic - Asian & White
- ☐ Bangladeshi
- ☐ Indian
- ☐ Nepali
- ☐ Pakistani
- ☐ Sri Lankan
- ☐ Chinese
- ☐ Asian - Any other Asian background
- ☐ African
- ☐ Caribbean
- ☐ South American

Other (please specify)

Beyond the Glass Ceiling: Public Appointments Survey

30. Do you consider that you to have a disability?

☐ Yes

☐ No

31. Where do you currently live?

☐ East of England

☐ London

☐ North of England

☐ South of England

☐ Midlands

☐ Wales

☐ Scotland

☐ Outside the UK

Beyond the Glass Ceiling: Public Appointments Survey

And finally!

Thank you for your time, you're nearly done!

Results of this survey will be published on our website at www.diversityuk.org

32. We would like to conduct one-to-one phone interviews (in the strictest confidence) that should last no longer than 10-15 minutes with Public Appointments applicants, may we contact you?

☐

No

☐

Yes (please specify your email address)

Appendix C

References

Office for National Statistics: Ethnicity and National Identity in England and Wales 2011

<http://www.ons.gov.uk/ons/rel/census/2011-census/key-statistics-for-local-authorities-in-england-and-wales/rpt-ethnicity.html>

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<http://www.som.cranfield.ac.uk/som/ftse>

Race for Opportunity Regional Fact Sheets-Ethnic Minorities in England and Wales-

http://raceforopportunity.bitc.org.uk/research_insight/ethnic_minority_fact_sheets

BiTC: Ethnic Minorities in Business, Finance Administration and Mathematics (BFAM)

<http://raceforopportunity.bitc.org.uk/sites/default/files/kcfinder/files/RaceforOpportunity/Business%20Finance%20FACT%20SHEET.pdf>

BiTC: Ethnic Minorities in Law

http://raceforopportunity.bitc.org.uk/sites/default/files/kcfinder/files/RaceforOpportunity/Law%20_RFO_Factsheet%281%29.pdf

BiTC: Ethnic Minorities in the Media

http://raceforopportunity.bitc.org.uk/sites/default/files/kcfinder/files/RaceforOpportunity/Media_Fact%20Sheet.pdf

BiTC: Ethnic Minorities and the Retail Sector

<http://raceforopportunity.bitc.org.uk/sites/default/files/kcfinder/files/RaceforOpportunity/Retail%20Sector.pdf>

Ends

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Beyond the Glass Ceiling:
Representation in Public Appointments

