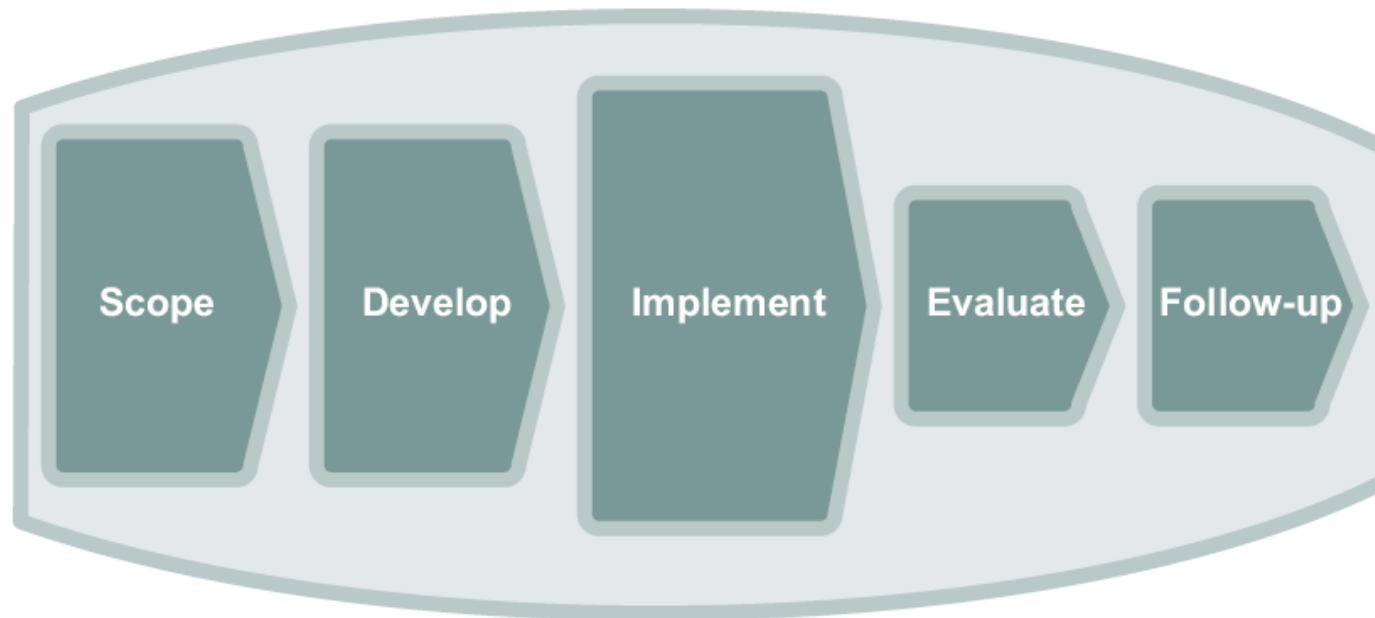


# Diversity and FC Recruitment

Bianca Ambrose-Oji, November 2009



## Steps in the Social Marketing Approach



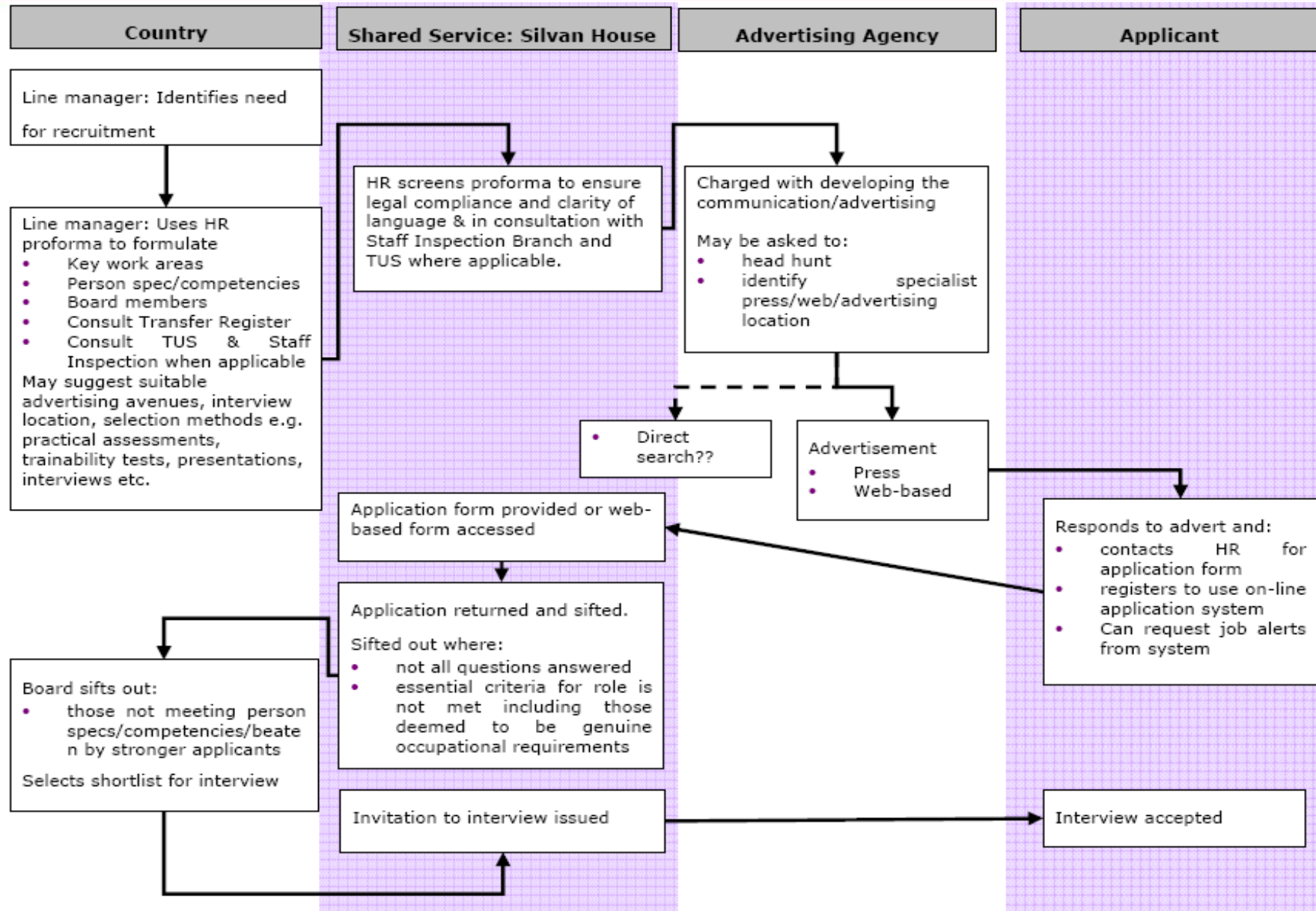


- Conduct a *Scoping* study, to research the employment context for BME groups in Bristol
- Synthesise results with a view to designing an intervention/s that increase the application rates of BME candidates



1. What are the characteristics of BME employment?
2. What has been learned by other employers that have increased BME employee profiles?
3. What are the employment aspirations of BME individuals?
4. What are the specific barriers in BME recruitment?
5. What employment competes with the Forestry Commission?
6. How well understood is the Forestry Commission employment offer?

- A literature review and desk-based research
- Analysis of Forestry Commission recruitment data
- Discussions with key informants in the Forestry Commission
- Key informant interviews. 10 semi-structured telephone interviews with national and Bristol-based organisations.
- Focus group discussions. 6 BME groups (44 people) early and mid-career, recruited close to Bristol office. Use of FC adverts as prompt.





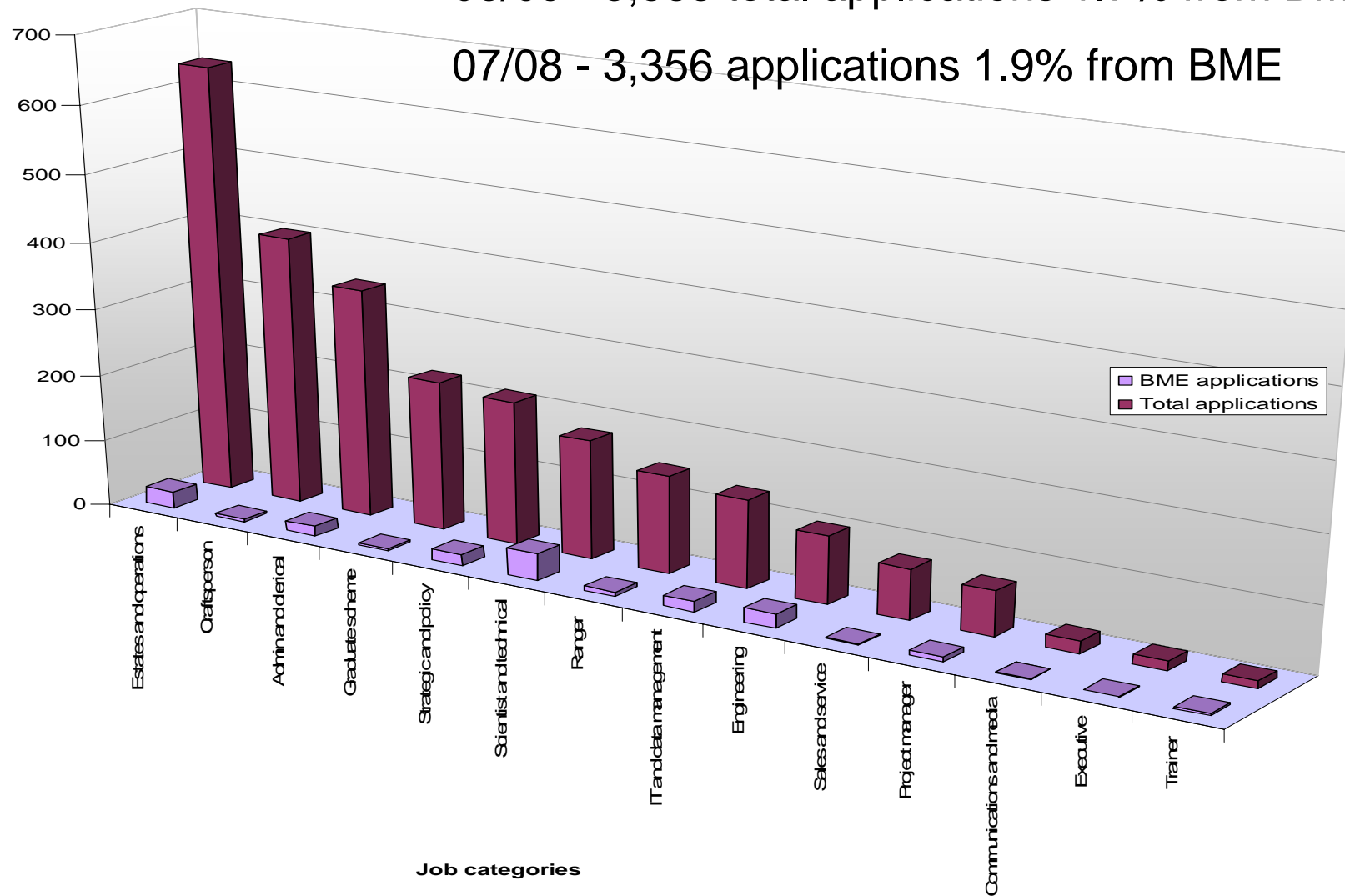
22% of competitions attracted BME applications (53/236) in 08/09  
 11% of competitions (29/245) during 07/08

07/08	England	Scotland	Wales	<i>GB totals</i>
Forestry Commission	8	4	4	16
Forest Research	2	8	0	10
Silvan House	-	2	-	2
Business Units	1	0	0	1
<i>Subtotal</i>	<i>11</i>	<i>14</i>	<i>4</i>	<i>29</i>
08/09	England	Scotland	Wales	<i>GB totals</i>
Forestry Commission	14	17	3	34
Forest Research	1	3	1	5
Silvan House	-	9	-	9
Business Units	2	3	0	5
<i>Subtotal</i>	<i>17</i>	<i>32</i>	<i>4</i>	<i>53</i>
<b>TOTAL</b>	<b>28</b>	<b>46</b>	<b>8</b>	<b>82</b>

# How many applications?

08/09 - 5,583 total applications 1.7% from BME

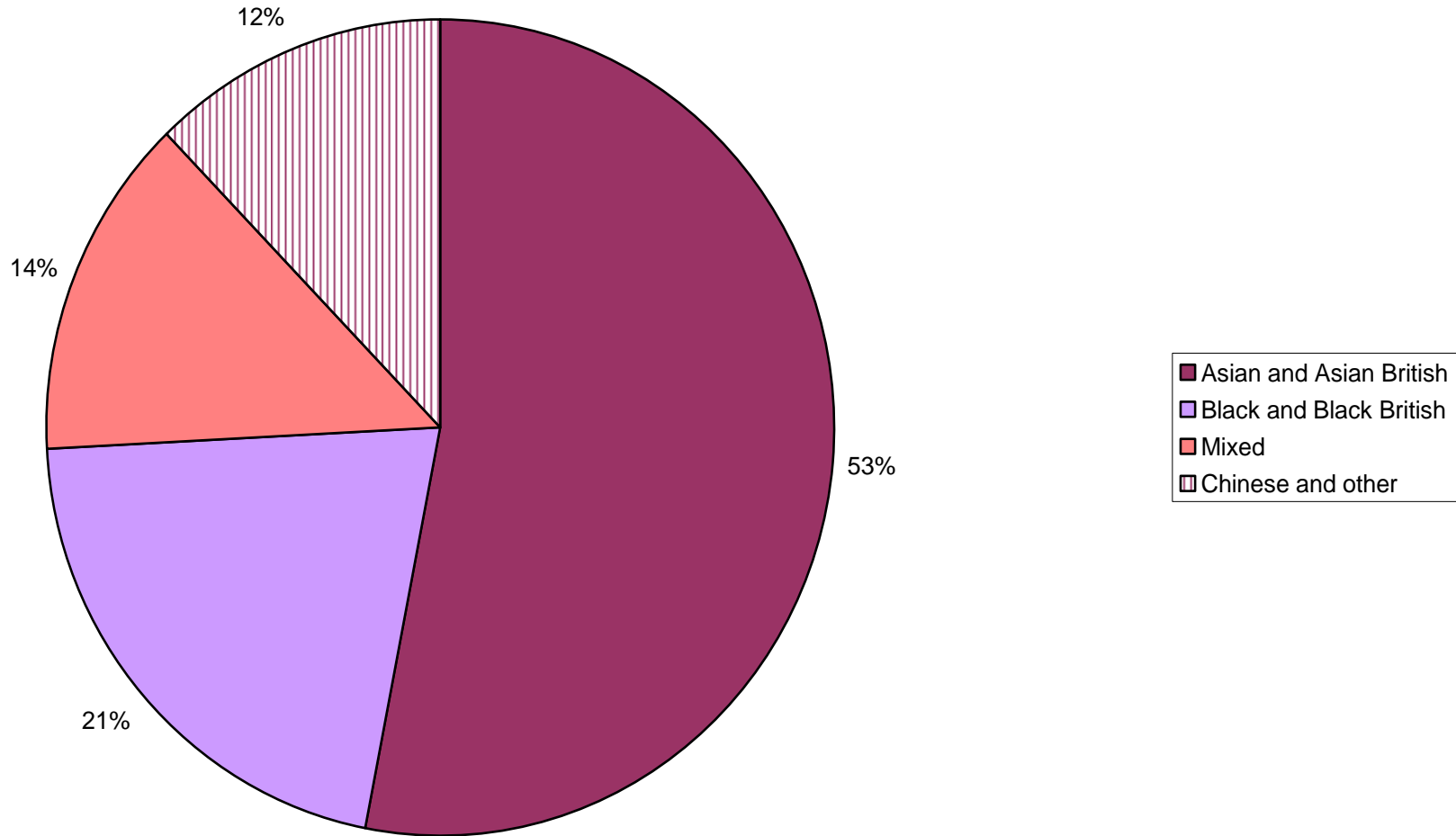
07/08 - 3,356 applications 1.9% from BME



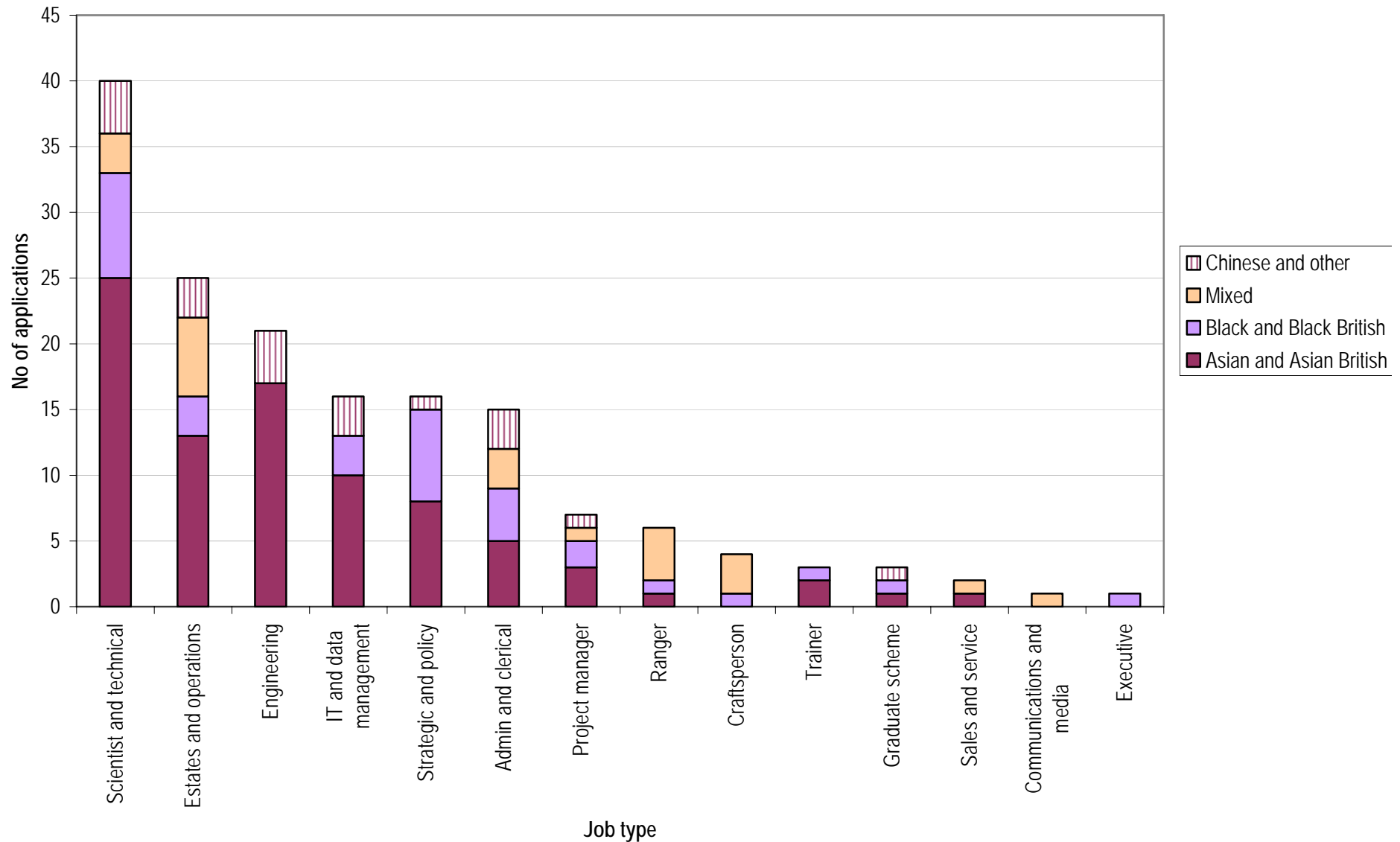


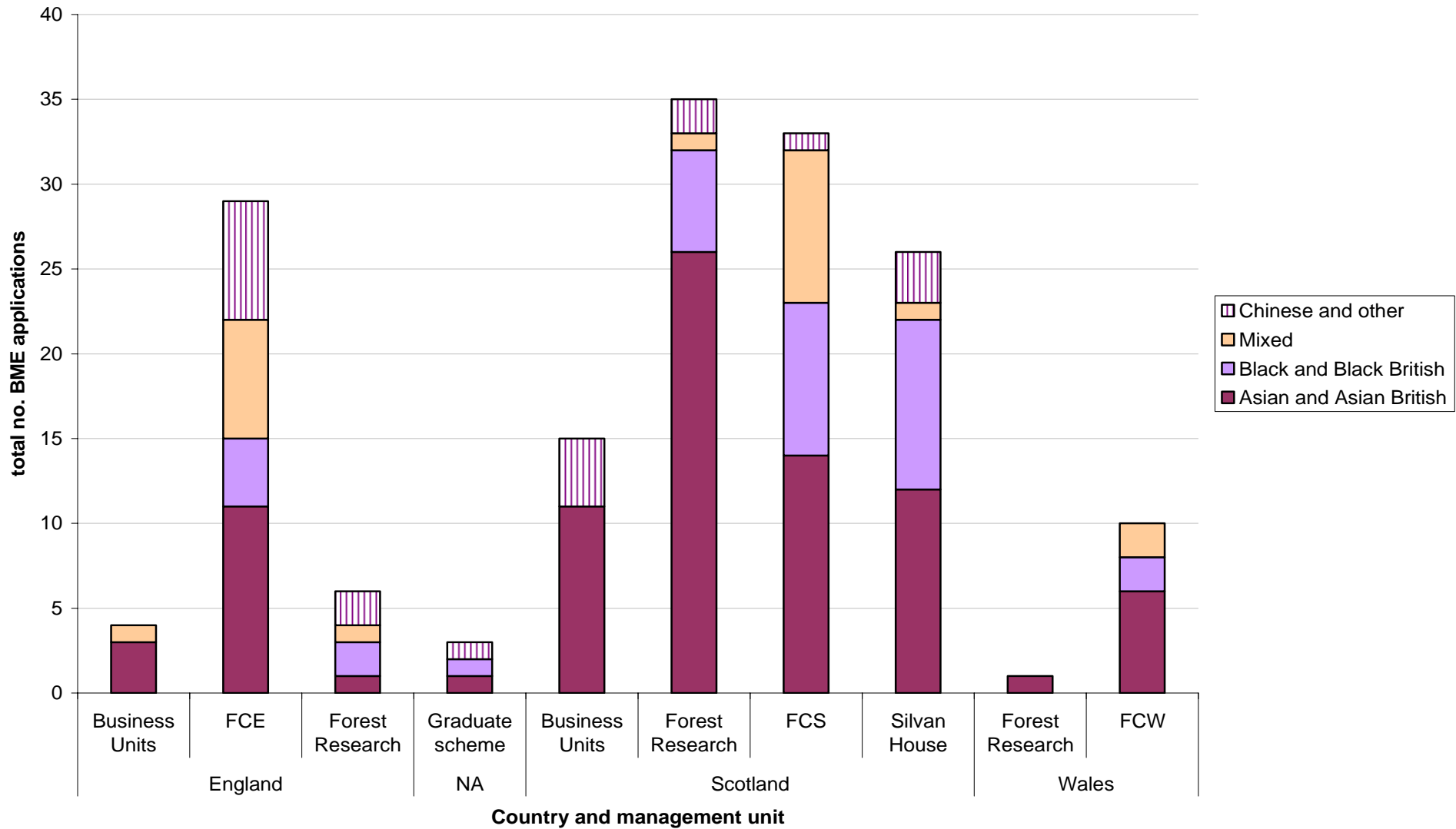


# Which ethnic groups are applying?

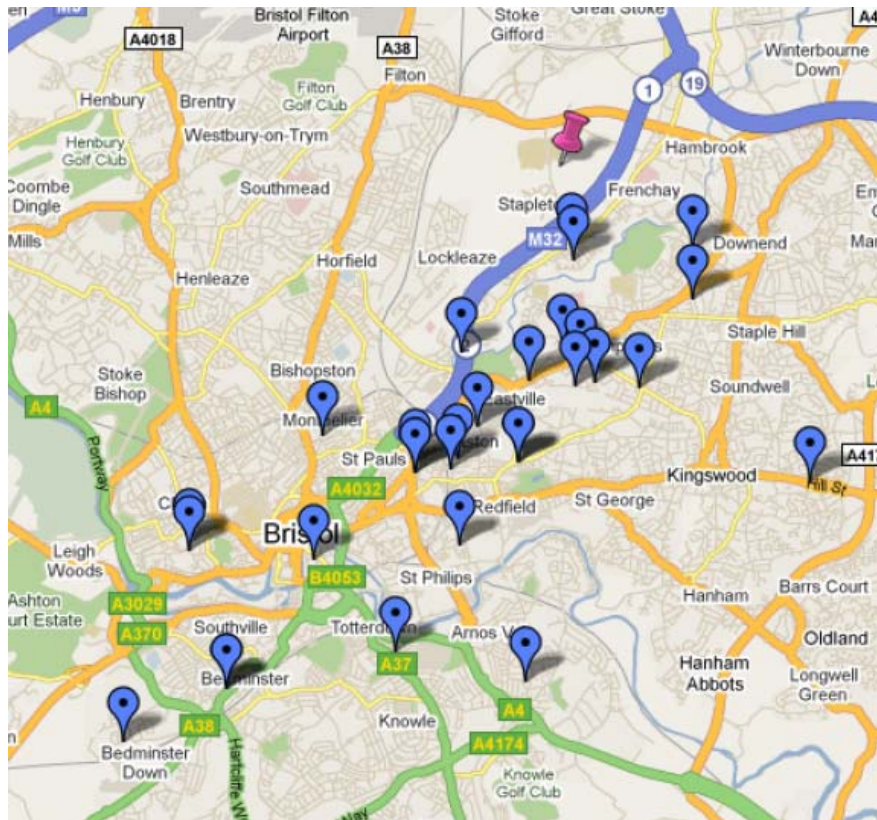


% of all BME applications





## Location of participants and Bristol office



Men	47%
Women	53%

Asian early	9
Asian mid	7
Black early	7
Black mid	11
Mixed	3
Chinese & other	6

Up to 12k	50%
12-17k	15%
17-24k	20%
>24k	5%



- Concerned with climate change and forest preservation
- Environmental organisation interested in conservation
- About cutting down trees
- Carbon and carbon footprints
- Working outdoors (in the cold and wet)
- Paper makers, timber producers and planting trees
- Possibly having health connection
- Public consultation and marketing



*"I imagine to work for this organisation, this is something you have to be passionate about personally – the environment"*

Mid-career, Asian and Asian British, male

*"You know, you think about environmental issues, so it's outdoors an outdoor kind of job – something you have to be enthusiastic about"*

Mid-career, Black and Black British, female

*"I know this is the Forestry Commission, but to be honest I'm just not going to be interested, I just really don't care about the environment, I know that sounds awful but like there are so many other things that I am more worried about, so this is really to me, looking like something I'm just not interested in"*

Early career, Mixed, female




- Asian and Asian British (16)
  - Most overtly aspirational
  - Driven by *community status*
  - Parental support/influence
  - Does the face fit?
- Black and Black British (18)
  - *Values led* - social benefits important
  - Do the values and person fit?
  - No early compromise
- Chinese (6)
  - *Strategic* drivers to behaviour
  - Less value driven



**Graphic Designer**

Job Type: Temporary/Fixed Term  
 Location: Bristol  
 Salary: £21,966 - £26,692  
 Start Date: ASAP  
 Duration: Fixed term  
 Reference: 185067-450667469



**Add to Shortlist**  
**Email to a friend**  
**Return to search results**

This vacancy was placed on 30 Sep 2009 by Forestry Commission  
 Forestry Commission  
 Tel: r ac

Graphic Designer  
 Bristol  
 £21,966 - £26,692 fixed term to 31 December 2010 to cover maternity leave, which may be extended or made permanent.

There's more to the Forestry Commission than growing trees.

Working within the Design & Interpretation team, your role will involve working on a wide range of creative, environmentally related and stimulating design projects. These include publications, interpretation and display materials. Producing concepts and final designs, you'll manage projects throughout production ensuring timely and first class delivery to clients.

You must be fully conversant with Mac platform, InDesign, Photoshop and Illustrator with a formal qualification in graphic design to HND or degree level or equivalent. Experience of working within an in house or external design studio would also be welcome.

Benefits include a Civil Service Pension or stakeholder pension scheme, 25 days annual leave and flexible working options.

To apply visit our website at the address below or write to Gillian Cornelius, HR Services, 231 Corstorphine Road, Edinburgh EH12 7AT.

Please note all applications must be accompanied by a Forestry Commission application form. Please quote ref: HR09/90.

No recruitment agencies please. Closing date: 15 October 2009.

The Forestry Commission is committed to providing equal opportunities for all sectors of the community, irrespective of age, disability, ethnicity, gender, marital status, religion, sexuality, transgender and working patterns.

forestry.gov.uk/vacancies

**Applying For This Position**  
 Unless otherwise stated, if applying for a job within the European Union, you must ensure that you are **already settled** to work there.

View more vacancies from this recruiter: [www.forestry.gov.uk/vacancies](http://www.forestry.gov.uk/vacancies)

Please Note  
 There is no need to provide your bank account details when applying for a job. If you see a vacancy on This is Bristol Jobs requesting bank account details please contact our Customer Support Team using our [online contact form](http://www.forestry.gov.uk/contact).

A



**Communications Manager**

[View all opportunities](#)  
**Communications Manager:** Forestry Commission  
[View a profile of Forestry Commission](#)  
[View more jobs from Forestry Commission](#)

Publications / Events  
 Positive Role Models  
 Links  
 Contact Us

Text size: [A](#) [A](#) [A](#)

**COMMUNICATIONS MANAGER, WESTONBIRT**  
 HR05/97

**£21,966 and benefits.**  
 Fixed Term Appointment until May 2010. Extension of the contract, conversion to permanency or transfer to another part of the civil service is possible although there is no guarantee.

You'll manage all external communications including press office and stakeholder communications for the launch of the Westonbirt Project Appeal. This involves proactively seeking stories that meet the objectives of the appeal as well as providing a proof reading role for all public facing communications.

You'll have experience of managing communications in a visitor attraction or public organisation and of media handling. This role requires someone who has experience of delivering a range of communications initiatives to a wide audience and has a creative approach to writing informative appeals. Ideally you'll have professional communications qualifications or be willing to work towards those and an understanding of the issues affecting the management of a world class visitor attraction.

Benefits include a Civil Service Pension or stakeholder pension scheme, 25 days annual leave and flexible working options.

To apply visit our website at the address below or write to Hilary Muirhead, HR Operations, 231 Corstorphine Road, Edinburgh EH12 7AT.

**Please note all applications must be accompanied by a Forestry Commission application form.**


**Please quote ref: HR09/97**

No recruitment agencies please.

Closing date: 15 October 2009.


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B



**Great Britain**

**HR09/80 - CAPITAL APPEAL MANAGER**



**Love hugging trees? Great at raising funds?**  
**Westonbirt Arboretum, Tetbury, Glos**  
 3 year fixed term appointment. Extension or conversion to permanency is possible  
**£35,062 - £41,760 with effect from 1 October 2009**

Over the next 5 years Westonbirt is delivering a £10m project to enhance public awareness of the major role that trees play in our environment, provide educational opportunities and widen access. You will drive the appeal to fundraise for an iconic treetop walkway, an eco-visitor centre, the restoration of historic landscape structures and conserving and replanting the tree collection.

Working in the beautiful surroundings of Westonbirt, you will lead and deliver the capital fundraising campaign, supported by a team of staff and volunteers.

You will have experience of achieving EM targets, developing capital appeal strategies and securing significant funding from major donors

Benefits include a Civil Service Pension or stakeholder pension scheme, 25 days annual leave and flexible working options.

Please click on the **job specification** ([http://www.forestry.gov.uk/pdf/HR09-80RecruitmentRevision29-09-09revision.pdf/\\$FILE/HR09-80RecruitmentRevision29-09-09revision.pdf](http://www.forestry.gov.uk/pdf/HR09-80RecruitmentRevision29-09-09revision.pdf/$FILE/HR09-80RecruitmentRevision29-09-09revision.pdf)) to view further details regarding this post

To download the relevant forms please click on the **application pack** (<http://www.forestry.gov.uk/forestry/INFD-5AZIVL>).

To request a hard copy of the application forms please write to Donna MacPherson (<mailto:donna.macpherson@forestry.gsi.gov.uk>), HR Operations, 231 Corstorphine Road, Edinburgh EH12 7AT.

**Please note all applications must be accompanied by a Forestry Commission application form.**

Please quote ref: HR09/80

No recruitment agencies please.

Closing date: 15 October 2009.

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C



## Cycle Development Coach

Bedgebury, £11,968 – £14,925 per annum plus benefits, pro rata to full-time equivalent of £21,067 – £26,298. 21 hours per week, one year fixed term appointment with the possibility of extension or permanency.

You will be responsible for developing recreational activities and provide coaching to schools and disabled groups/individuals. Working closely with the Bedgebury Forest Cycle Club, you will build relationships with the community and maintain and develop facilities. You must produce reports and propose plans to ensure further funding for the delivery of the Sports England and Cycle Development Plans. You should have a strong interest and recent relevant experience in off road mountain biking and a minimum of five GCSEs (A-C Passes), including English or equivalent. It is essential that you have experience of working with people of all ages and abilities in a sport related role and of delivering inclusive physical activity. A British Cycling Level 2 Coaching Award is desirable, or the willingness to undertake the award within the first three months of your appointment.

Benefits include a Civil Service Pension or stakeholder pension scheme, 25 days annual leave and flexible working options. To apply visit our website at the address below or write to Jillian Buchan, HR Operations, 231 Corstorphine Road, Edinburgh EH12 7AT. Please note all applications must be accompanied by a Forestry Commission application form. Please quote ref: HR09/93. Closing date: 16 October 2009.

The Forestry Commission is committed to providing equal opportunities for all sectors of the community, irrespective of age, disability, ethnicity, gender, marital status, religion, sexual identity, transgender and working patterns.

[www.forestry.gov.uk/vacancies](http://www.forestry.gov.uk/vacancies)

D

## Research Technician

Farnham, Surrey

£19,825 – £23,311 depending on qualifications and experience, plus benefits. Fixed term for three years. Extension or conversion to permanency is possible although there is no guarantee.

You'll support field and laboratory work on impacts of, and adaptation to, climate change for the functioning of trees, woods and forests. This will include assisting in setting up and monitoring of field experiments, installing and checking environmental monitoring instrumentation and recording and analysis of data.

You must have experience in both field and laboratory work and a demonstrable knowledge and interest in plants, trees and the environment. It is also essential that you have A level passes in two of the following subjects – Biology, Environmental Science, Physics, Chemistry, Maths or Geography. Competency in the use of Microsoft Office is essential and you must hold a UK driving licence.

Benefits include a Civil Service Pension or stakeholder pension scheme, 25 days annual leave and flexible working options.

To apply visit our website at the address below or write to Stephen Stafford, HR Operations, 231 Corstorphine Road, Edinburgh EH12 7AT. Please note all applications must be accompanied by a Forestry Commission application form.

Please quote ref: HR09/98. No recruitment agencies please.

Closing date: 19 October 2009.

The Forestry Commission is committed to providing equal opportunities for all sectors of the community, irrespective of age, disability, ethnicity, gender, marital status, religion, sexuality and transgender.

[www.forestry.gov.uk/vacancies](http://www.forestry.gov.uk/vacancies)

Ei

## Research Technician Base : Farnham

**A passion for the environment! A drive to help preserve and develop our forests?**

This exciting post will be part of a team working on field experiments, installing monitoring equipment and recoding environmental data in our forests. You will have experience of and enjoy both field and Lab work. You should have a passion for plants, trees and the environment and at least 2 'A' levels in science subjects. You will also need a full UK driving license and be able to 'drive Microsoft Office'. We give full on the job training




To discuss this post call Simon Carter on 0193 837 827

To apply Call Joan Sims on 013 8376 282, and quote reference HR09/ 98 Or our website at [www.forestry.gov.uk/vacancies](http://www.forestry.gov.uk/vacancies) Or write to Recruitment Department BO Box 12, Farnham GU34 7TR.

Closing Date 19<sup>th</sup> October  
Interview date in Farnham on the 1<sup>st</sup> November

**Salary up to £23,311** Depending on your qualifications and experience with full Civil Service benefits package. Fixed term position with a possibility of conversion to a permanent post

 Forestry Commission

Eii



- Most favoured advert = E
- Clearest = A
- Most controversial = C
- Least understood = D
- Least impact = B

**Research Technician**

**Benefits Summary**  
 £19,855 - £22,311 depending on qualifications and experience, plus benefits. Fixed term for three years. Extension or conversion to permanent is possible although there is no guarantee.

You'll support field and laboratory work on impacts of and adaptation to climate change for the functioning of trees, woods and forests. This will include collecting and setting up and maintaining of field experiments, installing ground checking, environmental monitoring, data management and recording, and analysis of data. You must have experience in both field and laboratory work and a demonstrable knowledge and interest in plants, trees and the environment. It is also essential that you have A level passes in two of the following subjects - Biology, Environmental Science, Physics, Chemistry, Maths or Geography. Competency in the use of Microsoft Office is essential and you must hold a UK driving licence.

Benefits include a Civil Service Pension or alternative pension scheme, 25 days annual leave and flexible working options.

To apply visit our website at the address below or write to Stephen Stratford, HR Operations, 231 Cornhill Road, Edinburgh EH2 7AT. Please note all applications must be accompanied by a Forestry Commission application form. Please quote ref: #826798. No non-UK or agency please.

**Closing date: 18 October 2009**

Forestry is committed to providing an equal opportunity for all in all areas of its work, regardless of age, ethnicity, gender, disability, ethnicity, gender, age, sexual orientation and transgender.

[www.forestry.gov.uk/vacancies](http://www.forestry.gov.uk/vacancies)

**Graphic Designer**

**Job Title:** Graphic Designer  
**Location:** Edinburgh  
**Contract Type:** Fixed Term  
**Salary:** £19,855 - £22,311  
**Closing Date:** 18 October 2009

**Job Description:**  
 You will be responsible for the design and production of all visual communications for the Forestry Commission. This includes the design and production of all printed materials, including brochures, leaflets, reports, newsletters, and websites. You will also be responsible for the design and production of all digital communications, including websites, social media, and video. You will work closely with the marketing and communications teams to ensure that all communications are of a high quality and meet the needs of the Forestry Commission.

**Requirements:**  
 You must have a degree in Graphic Design or a related subject. You must also have a minimum of 3 years experience in a similar role. You must have a strong portfolio of work and be able to demonstrate your ability to work to a tight deadline. You must also have a strong understanding of the principles of design and be able to apply these to a range of different media.

**Benefits:**  
 The Forestry Commission is committed to providing equal opportunities for all in all areas of its work, regardless of age, ethnicity, gender, disability, ethnicity, gender, age, sexual orientation and transgender.

**Application:**  
 To apply visit our website at the address below or write to Stephen Stratford, HR Operations, 231 Cornhill Road, Edinburgh EH2 7AT. Please note all applications must be accompanied by a Forestry Commission application form. Please quote ref: #826798. No non-UK or agency please.

**Closing date: 18 October 2009**

[www.forestry.gov.uk/vacancies](http://www.forestry.gov.uk/vacancies)

**HR9280 - CAPITAL APPEAL MANAGER**

**Job Title:** Capital Appeal Manager  
**Location:** Edinburgh  
**Contract Type:** Fixed Term  
**Salary:** £21,047 - £26,178  
**Closing Date:** 18 October 2009

**Job Description:**  
 You will be responsible for the management of all capital appeals for the Forestry Commission. This includes the preparation and submission of all capital appeal forms, the management of all capital appeal cases, and the negotiation of all capital appeal offers. You will also be responsible for the management of all capital appeal cases that are referred to the Forestry Commission by the Scottish Government.

**Requirements:**  
 You must have a degree in a relevant subject and a minimum of 3 years experience in a similar role. You must also have a strong understanding of the principles of capital appeals and be able to apply these to a range of different cases.

**Benefits:**  
 The Forestry Commission is committed to providing equal opportunities for all in all areas of its work, regardless of age, ethnicity, gender, disability, ethnicity, gender, age, sexual orientation and transgender.

**Application:**  
 To apply visit our website at the address below or write to Stephen Stratford, HR Operations, 231 Cornhill Road, Edinburgh EH2 7AT. Please note all applications must be accompanied by a Forestry Commission application form. Please quote ref: #826798. No non-UK or agency please.

**Closing date: 18 October 2009**

[www.forestry.gov.uk/vacancies](http://www.forestry.gov.uk/vacancies)

**Cycle Development Coach**

**Job Title:** Cycle Development Coach  
**Location:** Edinburgh  
**Contract Type:** Fixed Term  
**Salary:** £19,855 - £24,955 per annum plus benefits, pro-rata to 8.8 hours equivalent of £21,047 - £26,178. 21 hours per week, one year fixed term appointment with the possibility of extension or permanent.

You will be responsible for developing recreational activities and providing coaching to schools and club level groups in all areas. Working closely with the Edinburgh Forest Cycle Club, you will be responsible for the development and management of all cycling activities. You must have a strong understanding of the principles of cycling and be able to apply these to a range of different groups and activities.

**Requirements:**  
 You must have a degree in a relevant subject and a minimum of 3 years experience in a similar role. You must also have a strong understanding of the principles of cycling and be able to apply these to a range of different groups and activities.

**Benefits:**  
 The Forestry Commission is committed to providing equal opportunities for all in all areas of its work, regardless of age, ethnicity, gender, disability, ethnicity, gender, age, sexual orientation and transgender.

**Application:**  
 To apply visit our website at the address below or write to Stephen Stratford, HR Operations, 231 Cornhill Road, Edinburgh EH2 7AT. Please note all applications must be accompanied by a Forestry Commission application form. Please quote ref: #826798. No non-UK or agency please.

**Closing date: 18 October 2009**

[www.forestry.gov.uk/vacancies](http://www.forestry.gov.uk/vacancies)

**Communications Manager**

**Job Title:** Communications Manager  
**Location:** Edinburgh  
**Contract Type:** Fixed Term  
**Salary:** £21,047 - £26,178  
**Closing Date:** 18 October 2009

**Job Description:**  
 You will be responsible for the management of all communications for the Forestry Commission. This includes the development and implementation of all communication strategies, the management of all communication campaigns, and the negotiation of all communication offers. You will also be responsible for the management of all communication cases that are referred to the Forestry Commission by the Scottish Government.

**Requirements:**  
 You must have a degree in a relevant subject and a minimum of 3 years experience in a similar role. You must also have a strong understanding of the principles of communications and be able to apply these to a range of different cases.

**Benefits:**  
 The Forestry Commission is committed to providing equal opportunities for all in all areas of its work, regardless of age, ethnicity, gender, disability, ethnicity, gender, age, sexual orientation and transgender.

**Application:**  
 To apply visit our website at the address below or write to Stephen Stratford, HR Operations, 231 Cornhill Road, Edinburgh EH2 7AT. Please note all applications must be accompanied by a Forestry Commission application form. Please quote ref: #826798. No non-UK or agency please.

**Closing date: 18 October 2009**

[www.forestry.gov.uk/vacancies](http://www.forestry.gov.uk/vacancies)



# Likes and dislikes about FC jobs

	Black & Black British: mid career (11)	Black & Black British: early career (7)	Asian & Asian British: mid career (7)	Asian & Asian British: early career (9)	Mixed (3)	Chinese & other (6)
<b>Likes</b>						
Salary levels	*	****	***	***		*
Training	**	***	**	***	**	*
Benefits package	*		**	***	**	**
Civil Service as an employer	*	*	***	**		
Flexible working (and "Mums hours")	**		***	**		
Chance for career progression	***	*		*		***
Diversity and equality policies		**		*		
<b>Dislikes</b>						
Forestry Commission Values (i.e. not important)	***	*	**	*	**	*
Short Fixed Term appointments		**		***		
Public sector – low salaries	**					
Public sector – associated with 'government'		**		*		



BAME individuals need to

- Understand the values and objectives of the organisation
- Know more about the range of jobs and roles on offer
- Understand why they should apply for jobs with the Commission rather than with other organisations

FC needs to

- Use mainstream methods for job adverts
- Use ethnocentric methods to promote the organisation
- Visualise the candidate and target each recruitment



	Black & Black British: mid career (11)	Black & Black British: early career (7)	Asian & Asian British: mid career (7)	Asian & Asian British: early career (9)	Mixed (3)	Chinese and other (6)
<i>Print Media</i>						
Metro – free newspaper	*****	*****	*****	*****	***	***
Bristol Evening Post	*****	***	**	*	****	
Cultural press	**			*		* Sin Tao
<i>Digital Media</i>						
Radio	**** Ujima		** Sangam			
On-line job sites <sup>[1]</sup> (mainstream general)	**	*****	**	*****	***	**
<i>Social Media</i>						
Facebook (advertising FC as well as specific jobs)		**		***		***
You Tube		*				
Text - SMS		**		*		*
Email thro' cultural societies		*				**

[1] Those mentioned, included Monster, Reed, Jobsite, Jobseeker Plus



	<b>Black &amp; Black British: mid career (11)</b>	<b>Black &amp; Black British: early career (7)</b>	<b>Asian &amp; Asian British: mid career (7)</b>	<b>Asian &amp; Asian British: early career (9)</b>	<b>Mixed (3)</b>	<b>Chinese and other (6)</b>
<i>Other Media</i> (all to advertise the Forestry Commission as well as specific jobs)						
Buses and bus stops	***	***	***	***		
Open days or 'stall' in community centre	**	*	****	*		*
University/college recruitment services/events		***	**	****	*	*****
Diversity and careers/jobs role booklet	****		***	*		**
Mailshot list		*		**		*



1. Supportive environment essential
2. Outreach - of the right kind, to the right communities
3. Sell a message about the organisation - Positive brand recognition lays the path to recruitment success.
4. The face of the organisation - How will BME individuals fit in?
5. Find ways to work with career influencers
6. Unique Selling Points and the 'whole package' – why the FC not another employer?
7. Positive action in the recruitment process
8. Scrutiny of internal recruitment processes
9. Strategic recruitment planning