Social Diversity in the Forestry Profession

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Social Diversity in the Forestry Profession: A Scoping Study

1. Introduction

National level legislation such as the Equality Act 2006 have placed additional general and specific duties on public bodies to ensure that equality of access to the services, functions and goods they provide is actively promoted. The demographic characteristics of Forestry Commission (FC) employees are not representative of UK society as a whole. It is particularly noticeable that there are few employees from Black, Asian and minority ethnic backgrounds (BAME)[1]. Although there are strong regional variations the size of the minority ethnic population was 4.6 million in 2001 or 7.9 % of the total population of the United Kingdom[2]. Whilst the Civil Service average for employees from BAME backgrounds runs at about 8% (DEFRA 2008b), the Forestry Commission figures show that at 31 March 2009, the Commission employed only 21 staff of BAME origin, out of a total of 3,377 (Forestry Commission Diversity Team 2009b). This represents a total of 0.6 of the workforce. Of these 21 employees, the highest percentage (2.2%) is based at the Silvan house headquarters, and Forest Research has the next highest percentage (1.2%). There are many factors which could contribute to the profile of the Commission's workforce, including: the low turnover or loss of staff within the organisation; the image and perception of what a job in forestry entails; and attitudes to working in the public sector.

Social marketing has been suggested as an approach with significant potential to change this situation. Described as "*the systematic application of marketing alongside other concepts and techniques, to achieve specific behavioural goals for a social good*" (French and Blair-Stevens, 2006), social marketing concentrates effort on understanding a

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[1] There are different ways of characterising ethnicity. For the purposes of this report the term Black, Asian and minority ethnic (BAME) is used to refer to people who have identified themselves as belonging to one of the ethnic minority categories used in the 2001 UK census. This term may not accurately reflect every readers's understanding of ethnicity. However, it is the term used and promoted by the Forestry Commission's Diversity Team and is adopted to avoid further confusion.

[2] See here: http://www.statistics.gov.uk/cci/nugget.asp?id=273

particular target group and then designing specific interventions which facilitate or promote behaviour change within that segment of the population. Two key concepts in this approach are that interventions are designed using the results of research with individuals from target groups themselves (often including their own suggestions for change actions), and that behaviour change is measured and tangible. Social marketing has a successful record where it has been used to change behaviour around health and wellbeing issues. There are also examples from other sectors and organisations including the promotion of pro-environmental behaviour and uptake of public services by ethnic and other minority groups[3].

1.1 Research objectives and methods

The objective of this research was to employ a social marketing approach to investigating and planning interventions designed to change the behaviour of people looking for work. Specifically, the application behaviour of BAME candidates in future Forestry Commission recruitments, to see increasing numbers of applications from them.

Social Marketing (SM) as promoted by the National Centre for Social Marketing, should follow a planned process[4], with specific stages as shown in the diagram below.

Figure 1. Steps in the Social Marketing approach
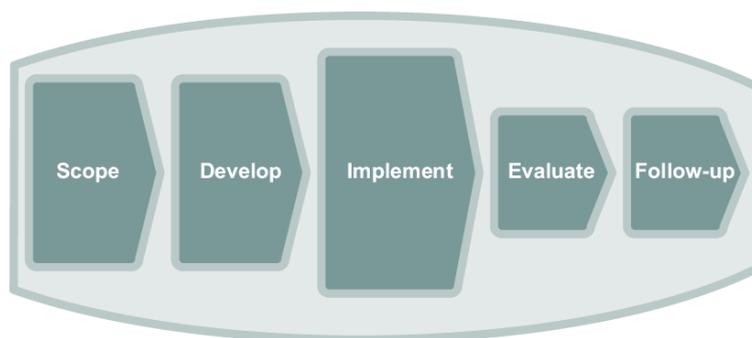
Source: National Centre for Social Marketing (2005)

> **Scoping** involves researching the opinions, attitudes and aspirations of the target group as well as the context in which they are situated;
>
> **Developing** involves discussing and developing an intervention designed to address the problem/behaviour change being targeted;

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[3] The National Social Marketing Centre has a showcase of social marketing case studies available here: http://www.nsmcentre.org.uk/public/CSSearch.aspx
[4] Referred to as the Total Process Planning model or TPPM

This is followed by **Implementation** of the intervention;

The intervention is then **Evaluated** through (amongst other learning) the measurement of behaviour change;

The **Follow up** stage is also critical and focuses on sharing the learning from the intervention and feeding this into future plans and interventions.

The specific objectives of this research are to conduct a *Scoping* study, to research the employment context for BAME groups in a particular location, and to collect baseline data needed to measure behaviour change at any *Evaluation* stage. The results of the scoping study are used to make recommendations around methods of recruitment.

1.1.1   Research questions, target group and location

The location for the research is the new Forestry Commission England National Office in Bristol. At the time of writing the National Office is in the process of relocating from Cambridge. During this transition a programme of new recruitments was planned from the end of summer 2009. This provided an opportunity to set the scoping study in a context where interventions and recommendations could be acted on. In other words test a social marketing approach to changing job application behaviours around the new posts in a way that would impact recruitment outcomes. The target group were people from BAME backgrounds in the Bristol area.

The specific research questions were:

1. What are the characteristics of the employment market in the UK, and the target area, with regards to BAME groups?

2. What has been learned by other public sector or quasi-public sector employers that have succeeded in changing the diversity of their employee profiles?

3. What are the specific barriers to consider in BAME recruitment?

4. What are the employment aspirations of BAME individuals in the target area?

5. What other employment opportunities compete with the Forestry Commission 'employment offer' in the target area?

6. How well recognised and understood is the Forestry Commission employment offer in terms of both the tangible and intangible benefits of employment?

A mixed methods approach was employed to answer the research questions, consisting of:

- A literature review and desk-based research provided information about BAME demographics and the national employment situation and a characterisation of the employment market in the Bristol area. National Census data and sources such as

the Labour Force Survey to provide the required information about the employment catchment and target group in Bristol and the South West.

- Forestry Commission recruitment data was analysed and disaggregated by BAME to illustrate current/past behaviour amongst the target groups which included the collation of baseline recruitment metrics for posts in Bristol already recruited.

- Discussions with key informants from the Forestry Commission Human Resources (HR) Department were used to understand the 'internal context' and the recruitment processes of the organisation.

- Of a total of 26 organisations and individuals identified using a list of key contacts derived mainly from web searching, 10 semi-structured telephone interviews were eventually conducted with national and Bristol-based organisations with similar institutional characteristics and employment issues to the Forestry Commission. The interviews concentrated on collecting information about how these organisations have changed with respect to diversity in the workforce, including information about their successful processes, interventions, and the lessons learned. Although efforts were made to contact recruitment agencies and other specialists in BAME recruitment, the local Department for Work and Pensions and third sector organisations involved in BAME issues in the Bristol area no interviews were undertaken. Table 11 lists details about the key informants interviewed.

- After pilot testing the methodology with a group of postgraduate students in North Wales, a total of six focus group discussions were undertaken close to the national office in Bristol. These were used for qualitative investigation of the perceptions, opinions, and aspirations of target group individuals around employment in general and employment with the Forestry Commission in particular. Sampling was undertaken by a professional research organisation to recruit individuals who were economically active[5], clustered by age groups defined as 'early' and 'mid-career', and drawn from the four major ethnic categories defined in the National Census[6].

The results of the secondary analysis, focus group discussions and literature review were discussed with key Forestry Commission GB and Forestry Commission England stakeholders and used to develop ideas and actions for interventions in the recruitment process.

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[5] Economically active is defined here as in work, temporarily unemployed, short term unemployed (i.e. less than six months) or actively seeking employment

[6] i.e. Asian and Asian British, Black and Black British, Mixed, Chinese and other ethnic groups

2. Literature Review

2.1 Employment and ethnic minorities

This section reports on the results of a literature review investigating patterns of ethnic employment, the employment and career aspirations of people from ethnic minority backgrounds, and their preferences regarding work in specific sectors. In general Britain's non-white ethnic minorities have lower earnings and much higher unemployment rates than their white counterparts (Blackaby *et al*. 2005). However, there have been significant recent efforts, pushed forward by Government initiatives led to begin with by the Ethnic Minority Task Force, to improve the position of people from Black and ethnic minority (BAME) backgrounds within the employment market and to better understand the experience of ethnic minority groups in the UK labour market (Cabinet Office 2003). Of particular research interest has been a closer consideration of the patterns, trends and factors underlying the performance of BAME applicants or employees using national datasets such as the 1991 and 2001 Census data, and the quarterly Labour Force Survey. The picture emerging from the most recent studies is however, complex and not always easy to interpret.

Underlying the national headlines are data that show significant differences in the employment performance and outcomes for different ethnic groups. Even within groups, differences by gender can be considerable (Clark and Drinkwater 2007). Simpson *et al* show that differences in the labour market circumstances between ethnic minorities, are larger than differences between areas. In other words their analysis demonstrates that even in less deprived areas that are predominantly White, ethnic minorities are still twice as likely to be unemployed than their White counterparts. Additional examples show that: the net disadvantage of ethnic minorities in the labour market has become greater for Indian, Pakistani, Bangladeshi and Caribbean men born in the UK; however, Indian and Chinese often do as well or even outperform their White counterparts in terms of remuneration and promotion[7]; ethnic minority women born in the UK tend to do better in the labour market then their overseas born counterparts; Black Caribbean women are more likely than white women to work full time but are not well represented at senior level; and Bangladeshi and Pakistani women have lowest rates of employment (Blackaby *et al*. 2005; Cabinet Office 2003; Clark and Drinkwater 2007; Simpson *et al*. 2006).

Other studies have shown that over-education (i.e. individuals applying for or being in employment positions that did not reflect their level of education and skills) is a particular problem amongst BAME communities. Dex and Linley (2007 page 31) for

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[7] There is confounding data which suggests that the Indian and Chinese populations have significantly worse outcomes in the labour market compared to White Britons with similar qualifications (see Simpson *et al*, 2006).

example, note in their study of the effect of education on employment that "*Black African men and women, and Chinese women had very much larger over education rates than White men and women respectively. Black other, Pakistani and Bangladeshi women, on the other hand, appear to do slightly better than White women in their employment matching, given their educational endowment, although this situation reverses for Bangladeshi women once degree subject, career mobility and recent arrival are taken into consideration*".

Simpson *et al* (2006 page 14), make some interesting comments about this mismatching. Their analysis suggests that there is not so much a spatial mismatch with jobs, i.e. the place the person lives being distant from the employer, as that people are just not finding or securing available jobs. As they observe poor-outcome areas are usually in cities near major employers. Those who do gain success tend to move out of poor-outcome areas. They suggest an important implication of this "*is a need for recruitment drives in schools and communities, for permanent full-time jobs, by attention to vocational courses and by improving confidence within the labour market*". Their concluding remarks suggest that policies should be focused on particular populations rather than just targeted areas. In other words, striking a balance between place-based or people-based approaches to change, and attempting to develop locally tailored policies that tackle discrimination associated with particular, defined groups.

Educational attainment is one important factor driving employment and career choices. Hogarth *et al.* (1997) investigated the participation of 'non-traditional' students in higher education in 1996 and showed clear differences in the performance of different ethnic groups. They found a higher probability people from the Indian sub continent having a good educational outcome than 'Black' or White ethnic groups. This could be part of the reason for the better performance of Indian Asians in the employment market. The evidence of segmentation in the degree courses followed in higher education is shown by Jones and Elias (2005). They showed that Black African and Chinese students were greatly over–represented in science engineering and technology degrees (SET) during the period 1996-97, compared with their peers from White and other ethnic backgrounds. This trend was found to be even stronger between 2001-2002. All ethnic minority groups are over-represented in medical degrees, particularly Chinese and Black African students. The most recent research looks through the headline figures and reveals other interesting patterns. Rather than concentrating on largely academic qualifications, BAME students were more likely to be seeking qualifications in applied or vocational studies such as computer science, law, medicine and business studies, accountancy or teaching (Kirton 2009). What Kirton (2009) describes as a strongly racialised education strategy reflects the fact that many young BAME adults saw these vocational and professional areas as 'BAME-friendly'.

It is not only education that determines employment choices and patterns. As Simpson *et al* discuss in their investigation of the 'ethnic penalty'[8] in an analysis of National Census employment data, access to job networks and knowledge of sectors, training opportunities, transport and area deprivation demographics all have an impact. Brown and Hesketh (2004) found that graduates are highly aware of the competitive nature of the labour market, believing accent, gender, ethnicity and social class all have an impact on future job prospects. Ethnic minorities, particularly women, often express a view that they feel they need to fit into the organisation in terms of dress, hairstyle and mannerisms (Kamenou and Fearfull 2006).

Kirton (2009 Page 22) also found that whilst BAME student and graduate's perceptions were that there was less overt racism in the modern workplace, they still felt they needed to present 'something special' to potential employers to distinguish them from white candidates. He felt that these perceptions were "*shaping, perhaps restricting, their job search behaviour and plans, demonstrating the interactional constitution of ethnic identity in relation to career*" progression. BAME graduates are more likely to go on from degrees to further study or training, partly because they face more problems finding graduate level jobs (Connor *et al.*, 2004). It is also worth noting that career plans and job search behaviour vary between ethnic groups, and that these may be affected by parental influence which is shown to be stronger on BAME students' degree and career decisions than amongst other groups (Bhavnani 2006; Connor *et al.* 2004).

The newest research looks at the effect of recession on the employment prospects of BAME groups. Berthoud (2009) presents some important conclusions from an analysis of unemployment statistics during previous periods of recession in the UK. Whilst patterns of existing disadvantage remain stable across business cycles according to gender, age and disability as well as economic disadvantage, people from ethnic minorities and those with poor educational attainment are very sensitive to scarcity of jobs and periods of economic downturn. He also shows that Pakistanis and Bangladeshis are highly sensitive to a potential recession, with an estimated increase in non-employment of nearly seven percentage points.

The data concerning BAME attitudes to different kinds of employers, particular employment sectors and recruitment process preferences is much harder to find. There is some suggestion that perceptions of racism within public services may influence ethnic groups' attitudes towards employment with public agencies. Gervais suggests that this view is over simplified and that in general the perception of public services (other than the police service) is generally positive. She found differences in perceptions between

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[8] That is any inequalities that remain after other factors (e.g. qualifications, age, sex, health status, family composition, and migrant status) have been controlled for. Ethnic penalties are likely to be related to discrimination if there are no other reasons for explaining these remaining inequalities.

ethnic groups attitudes could be explained by how politicised group identities were. More politicised Black Caribbean and Pakistani communities held more negative perceptions, whereas Black African, Indian and Bangladeshi respondents, with their less politicised identities, had lower levels of perception of discrimination in public services.

In terms of recruitment, Brown and Gay (1985) demonstrated that discrimination occurs through the recruitment process when individuals from all non-White minorities apply for jobs. Dex and Linley (2007) suggest that although there have been changes in the last 20 years or so, the situation has not yet improved to the point where disadvantage for BAME applicants has disappeared. In a recent report for the Department of Work and Pensions, Clark and Drinkwater explain their belief that labour market discrimination remains deep-rooted, widespread and persistent despite policies particularly in the public sector to develop more interventionist, anti-discrimination strategies in the workplace. The implications of this are that whilst some structural barriers[9] to improving ethnic minority prospects in the workplace may be removed or lowered, there are still likely to be hidden barriers in both external and internal processes and procedures that mitigate against BAME recruitment.

There are no found studies detailing the impacts of different recruitment methods on BAME groups. The National Online Recruitment Annual Survey (NORAS) established in 2002 is the leading source of information regarding e-recruitment processes in the UK (NORAS 2009). Information from the 2009 survey was derived from 52,667 online job seekers using 31 different 'job boards' i.e. online recruitment sites. The survey shows that 47% of users are located in the southeast region and about 7% in the southwest. Disaggregating data for BAME groups in the southwest, the most popular e-recruitment sites and sectors with the biggest BAME reach are Fish4jobs[10], the Guardian[11], Eteach[12], eFinancialcareers[13], Workcircle[14], Gumtree[15], Public Jobs Direct[16] and The Career Engineer[17].

To summarise, the literature suggests that:

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[9] i.e. the policies, processes institutions and organisations in society which perpetuate uneven distribution of opportunities and resources along ethnic lines through spatial, institutional and systemic disadvantage or racism.

[10] UK wide with 3.5 million unique users. Estimated to reach 297,400 BAME people.

[11] UK wide with 1.7 million unique users. Estimated to reach 306,100 BAME people.

[12] UK wide with 325,200 unique users. Estimated to reach 39,300 BAME people.

[13] UK wide with 895,000 unique users. Estimated to reach 246,300 BAME people.

[14] UK wide with 839,800 unique users. Estimated to reach 157,000 BAME people.

[15] UK wide with 2.03 million unique users. Estimated to reach 517,300 BAME people.

[16] UK wide with 32,200 unique users. Estimated to reach 8,700 BAME people.

[17] UK wide with 48,900 unique users. Estimated to reach 8,000 BAME people.

- The employment experience and aspirations of BAME groups are significantly different between groups;

- Area-based difference in employment outcomes are not as pronounced as the differences between ethnic groups;

- Individuals from different BAME groups continue to be clustered in particular employment and educational sectors – SET is the most popular, the 'environment' does not figure prominently;

- Differentiated vocational and career focused qualifications and aspirations mean that recruitment campaigns are likely to need to be targeted to defined segments of the BAME population;

- Choice of employer relies on additional factors other than sector and individual educational attainment, and includes parental influence, as well as individual perception of being accepted into an organisation;

- BAME individuals are highly sensitive to recession;

- Training and continuing education are often an early career choice in order to gain further experience and present to an employer as 'even better' than their white counterparts;

- Regardless of employer intent and work towards equitable processes, discrimination often remains hidden but inherent in recruitment operations.

2.2 Characteristics of the forestry profession

Traditionally forestry falls within the land-based industries. The forestry profession is normally envisaged in terms of the value chain from point of production through to end-processing, so the statistical data about employment in the profession normally present jobs this way. The latest version of "Forestry Facts and Figures[18]" shows that in the UK in 2007 there were 42,000 people were employed in forestry and primary wood processing industries, of which 13,000 were characterised as working in "forestry, logging and related". There are no figures disaggregating the varied roles in the sector including, for example, administrative and clerical roles.

Whilst the trend over the last thirty years in land-based and primary production industries is a steady decline in numbers particularly within manual and technical roles, the environmental sector has become increasingly important with a transition to jobs that are more policy and governance focused, managerial and administrative, conservation focused, or education and learning and community-based.

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[18] See here: http://www.forestry.gov.uk/pdf/fcfs209.pdf/$FILE/fcfs209.pdf

Virtually no information appears to exist about the experience of ethnic minorities in the forestry sector either in the UK, northern Europe or North America. Whilst gender and forestry employment has received some research attention, there are a very limited number of available studies that have documented ethnic differences in the forestry sector, and those which do exist tend to concentrate on the manual jobs. For example, Moseley (2006), Mann and Brown's (2000) studies of Hispanic workers in national forests over the United States showed that they tended to undertake the most laborious tasks in the worst working conditions, for the least job security and poorest wages.

There are no found papers or reports looking at the involvement of ethnic minority groups in other aspects of the forestry services or professions. The data relating to employment within the environmental sector is also limited. As a Government body The Department of Environment Food and Rural Affairs (DEFRA) is obliged to produce equality and diversity monitoring reports and states that for 2008 overall, 7.6% (650) of DEFRA employees are from an ethnic minority. About 3% of DEFRA's employees are Asian and another 3% are Black, with the remainder being employees who describe themselves as having mixed ethnicity or having an 'other' ethnicity (DEFRA 2008b). The Environment Agency reports that the total number of BAME employees in a workforce of about 12,000 people is now 3.5% (Environment Agency July 2009,). There were no found reports documenting BAME inclusion in other agencies such as the National Park Agencies[19], or the larger third sector organisations such as the National Trust. Whilst there has been a significant amount of work improving equality of access and diversity in service provision, particularly since the early Countryside Agency's Diversity Review (DEFRA 2008a; Uzzell *et al.* 2005a; Uzzell *et al.* 2005b), the equality and diversity journey around changing workforce profiles seems only now to be starting.

2.3 Employment and the Forestry Commission: "The offer"

The contemporary forestry profession, and work within today's Forestry Commission is increasingly varied. Job roles reflect the widening functions and roles that the profession and the Commission fulfil. Whereas forestry could once have been characterised as a profession concerned with the production (i.e. planting, maintaining, harvesting) and processing of timber, it now seeks to realise objectives that meet the changing needs and demands of society. These include the provision of a recreational resource, biodiversity conservation, a climate change buffer in rural and urban contexts and a provider of ecological and cultural ecosystem services of national importance. In the public sector, these various objectives are met not only through the maintenance of the

[19] Many NPA's have statements of intent regarding the development and implementation of diversity plans but not currently publically available documents presenting the statistics regarding their workforces.

forest estate, but also through jobs that focus on the development of policy, the management of grants and regulations, sales, public education, teaching and lifelong learning, resource planning, development planning, silvicultural, ecological and socio-economic research, partnership brokerage with other Government departments and the private and civil society sector, communications and media development, organisational management and administration.

There is significant evidence to suggest however, that the image of employment in the forestry sector remains largely 'masculine', dangerous and dirty work, and something which is traditional or old-fashioned rather than progressive and dynamic (see for example Bond *et al.* 2008). Some studies have shown that forestry also generates other negative associations since it involves 'deforestation' which the public perceive as perhaps the key driver of climate change (see for example Bond *et al.* 2008).

To add to this, specific brand awareness associated with the Forestry Commission is also poor. There is mounting evidence through the Public Opinion of Forestry[20] surveys and other research that members of the public do not recognise what the Commission does, there is little awareness this it is a recreation provider and woodland owner, and there is virtually no appreciation of how Forest Enterprise and the Forestry Commission are linked or that they might form part of the public sector or civil service (see for example Melville-Smith 2009).

In short the general public, and even those people with a keener interest in land-based or environmental issues, have a poor idea of what the contemporary 'forester' might look like, and an even poorer perception of the structure, function and opportunities presented by the Forestry Commission.

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[20] See here: http://www.forestry.gov.uk/forestry/infd-5zyl9w

3. Recruitment in the Forestry Commission

Recruitment (i.e. the advertising and filling of posts available externally) is managed as a central service from Silvan House, the GB national office of the Commission. Although different tasks along the recruitment process involve Commission staff from the countries, there are specific members of the HR operations team at Silvan House who are assigned responsibility for the administration and management of each particular competition (i.e. recruitment). A simplified diagram of the early stages of the recruitment process of greatest interest to this study, identifying which actors undertake which tasks is presented in Figure 2 below.

Figure 2. A simplified representation of the Forestry Commission recruitment process
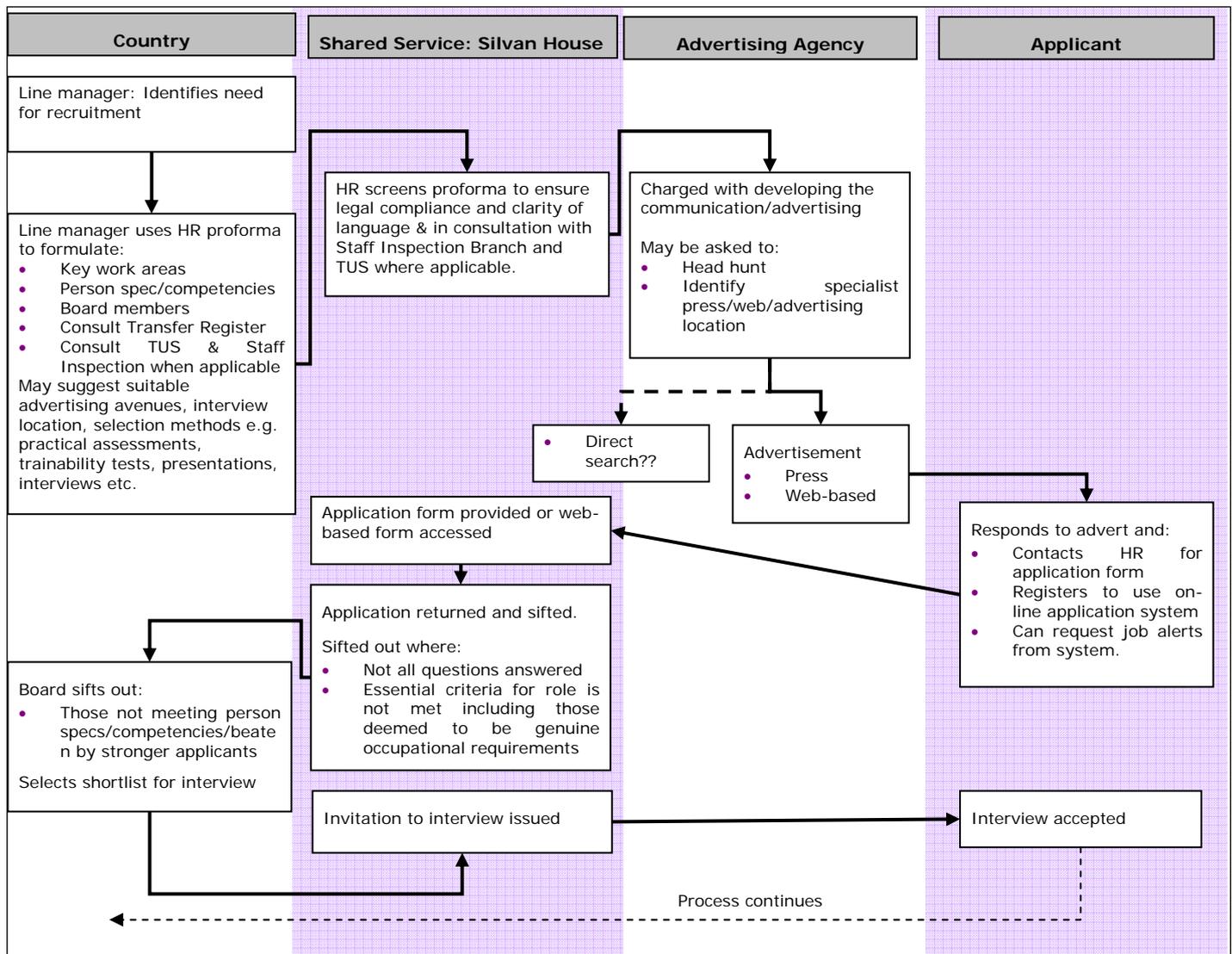
The Commission have tended to use one specific agency for help in placing advertisements. Depending on the type of competition, advertisements will be placed in local papers or with the trade press: For example, advertising of scientific posts is normally through the New Scientist magazine. The advertising in print media is usually supplemented with adverts in the publication's associated on-line recruitment sites.

Particular pinch points in the recruitment process that have already been recognised include the lack of brand recognition and poor image of the forestry sector, poor understanding of the terms and conditions of service (including the possibility for flexible working arrangements, or training opportunities) the wording and formulation of advertisements, and the web-based pages and sites, or print-based publications in which adverts are placed.

There has also been a concerted effort by HR and the Forestry Commission Communications and Marketing team to improve branding and the promotion of an accurate and contemporary image of the Commission throughout the organisation. Initiatives have included "Who we are, and what we do" and "Up Close …. and personal"[21] in 2007, "Changing Focus. Diverse Woodland, diverse communities" and the refreshment of the Forestry Commission web-based Careers pages[22] in 2009. Personnel profiles in the form of short videos, of the kinds of people and careers open to school leavers and graduates are available on the Commission's jobs and vacancies site and have also been posted on YouTube.

HR has been proactive in the search for methods to increase the numbers of applications from BAME and candidates from the other equalities groups. Since April 2009 specific measures have been taken with recent posts to try and attract larger numbers of BAME applicants (e.g. the Diversity post and Outreach position Glasgow). However, these have so far failed to increase the number of applications from 'target groups' compared with normal procedures. On-line advertising with websites and networks aimed at BAME groups is also being tried, for example with Equality Britain[23] and with The Diversity Group (formally Urban UK)[24]. There are also schemes in place that provide support in the preparation for job interviews.

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[21] See http://www.forestry.gov.uk/pdf/UpClose.pdf/$FILE/UpClose.pdf
[22] See http://www.forestry.gov.uk/forestry/INFD-7KGCYT
[23] See http://www.equalitybritain.co.uk/
[24] See http://www.thediversitygroup.co.uk/

3.1 Summary analysis of Forestry Commission recruitment metrics

The Forestry Commission runs competitions for new posts that may be 'internal' i.e. advertised within the Commission and open to existing Forestry Commission staff, or 'external' post i.e. those advertised publicly. The internally advertised posts are called TRAWLS. In some instances TRAWLS may be interdepartmental, i.e. advertised and open to candidates across Government Departments. Those posts that are advertised publicly are called 'recruitments'. Some positions which are initially TRAWLS may become recruitments, but depending on the particular person and role specifications, some posts may be external from the outset. All Forestry Commission staff are eligible to apply for posts that are advertised externally. Notification of external positions is given to Forestry Commission staff on the day of publication of the external advertisements.

The ability for the Forestry Commission to change the character of its workforce clearly lies in recruitment from these external competitions. Having changed the systems that collate HR information and the systems of Equal Opportunities monitoring of applications, best quality comparable data exists for the financial years 07/08 and 08/09. This is the data which has been analysed. Since new recruits to the Forestry Commission would only come through from external competitions, it is the data relating to external recruitments that is of interest.

In general terms, the data shows that in 08/09 a total of 236 competitions (recruitments) were run[25]. A total of 5,583 applications were received, and from these 980 people were interviewed and 240 appointed (Forestry Commission Diversity Team 2009a)[26]. Some of these competitions were for multiple posts (e.g. two Admin Officers, a number of Foresters, the Graduate Development scheme, Apprenticeships). Even after advertising *etc.* some competitions will have been withdrawn or not ended in appointment where they may then have been re-advertised as a separate competition. The figures for 07/08 show a total of 3,356 applications, 991 people invited to interview and 245 appointed. The number of competitions was 245 (co-incidentally the same number) with the same conditions applying to these competitions with respect to multiple posts, withdrawals and repeats[27].

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[25] In 08/09 similar figures for TRAWLS shows 150 Trawls, with 367 applicants, 282 interviewed and 142 successful

[26] See http://www.forestry.gov.uk/pdf/Gender_Monitoring_Report_2009_Final.pdf/$FILE/Gender_Monitoring_Report_2009_Final.pdf

[27] In 2007/08 there were 143 TRAWLS advertised internally

Not all recruitment competitions attracted BAME candidates, and where there were applicants the rates of conversion from submitting an application to successfully accepting a post are variable. The Race Equality Scheme annual monitoring for 2007/08[28], provides data that shows that "*only 2% of all applicants being of BAME origin. …… the success rate for BAME candidates was 3%, compared with a success rate of all known white candidates of 8%.*" (Forestry Commission Diversity Team 2008b page 4). Figures for 2006/07 were added as a supplementary set of information for the Monitoring Report in 2008[29], and showed that a year earlier figures were slightly higher where, "*only 1.4% of applicants for jobs within the FC were BAME. Nothing discriminatory was indicated in the FC's internal procedures. Indeed 10% of BAME applicants were eventually employed, compared to 8% of white applicants.*" (Forestry Commission Diversity Team 2008a page 3).

In short, the trend for numbers of applications from BAME candidates remains very low. There are patterns of difference in application rates over the various areas of the Forestry Commission business. The Forestry Commission is organised into six different management arms. These are the three country units, Forestry Commission England (FCE) now based in Bristol, Forestry Commission Scotland (FCS) based in Edinburgh, and Forestry Commission Wales (FCW) based in Aberystwyth. Added to this are Forest Research an Agency of the Commission based at Farnham in Surrey, Silvan House which is the organisational and administrative centre of the Forestry Commission Great Britain in Edinburgh, and finally the Business Units which cover Civil and Mechanical Engineering, Nurseries, and Renewable Energy. The Business Units and Forest Research have offices and duty stations that are themselves spread across Great Britain. In addition to recruitment into these six management units, the Forestry Commission also has a graduate recruitment scheme called the Graduate Development Programme. Graduate recruitment is usually treated separately in the Monitoring Reports, because graduates enrolled in the scheme will be posted for short spells with different sections throughout the Forestry Commission. This provides the graduates with a chance to experience as much of the organisation as possible over a three year period. In this sense they do not necessarily 'belong' to any particular management unit, and are not recruited to any particular post.

Table 1 summarises the number of recruitment competitions that attracted BAME applicants according to country and management unit. The data show that overall in the financial year 08/09, 22.4% competitions attracted BAME applications (53/236), compared with 11.8% of competitions (29/245) during the financial year 07/08. Of those individual competitions which attracted BAME applications there was a very large

[28] See http://www.forestry.gov.uk/pdf/Race_Equality_Monitoring_Report_2008_lessthan5_final.pdf/$FILE/Race_Equality_Monitoring_Report_2008_lessthan5_final.pdf
[29] See http://www.forestry.gov.uk/pdf/ehrc.pdf/$FILE/ehrc.pdf

variation in the number of applications received. During 08/09 some competitions attracted less than 1% of applications from BAME candidates others up to 50% (the average number of BAME applications per competition was 10%[30]). In 07/08 the range of application rates was even bigger from a number of competitions attracting just 1% of all applications from BAME candidates to one post attracting 62% (an average number of applications per competition of just under 14%[31]). Table 2 shows the distribution of BAME applications by country and across each financial year.

Table 1. Competitions attracting BAME applications disaggregated by unit and country*

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

- This data excludes the Forestry Commission Graduate Development Programme

Table 2. The ethnic composition of BAME applications disaggregated by country*

07/08	England	Scotland	Wales	Totals	%
Asian and Asian British	5	24	4	33	53.23
Black and Black British	4	8	1	13	20.97
Chinese or other	3	4		7	11.29
Mixed	5	2	2	9	14.52
Subtotal	17	38	7	62	100
08/09	England	Scotland	Wales	Totals	%
Asian and Asian British	10	39	3	52	56.04
Black and Black British	2	15	1	18	19.76
Chinese or other	6	6		12	13.00
Mixed	4	7		11	11.00
Subtotal	22	67	4	93	100
TOTAL	39	105	11	155	

*This data excludes 7 applications for the Graduate Development Programme 08/09 and 07/08

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[30] A median value of 7%.

[31] A median value of 10%

The ethnic composition of applications submitted by BAME candidates was dominated by Asian and Asian British as shown in Figure 3.

Figure 3. Ethnic composition of all BAME applications received during financial years 07/08 and 08/09
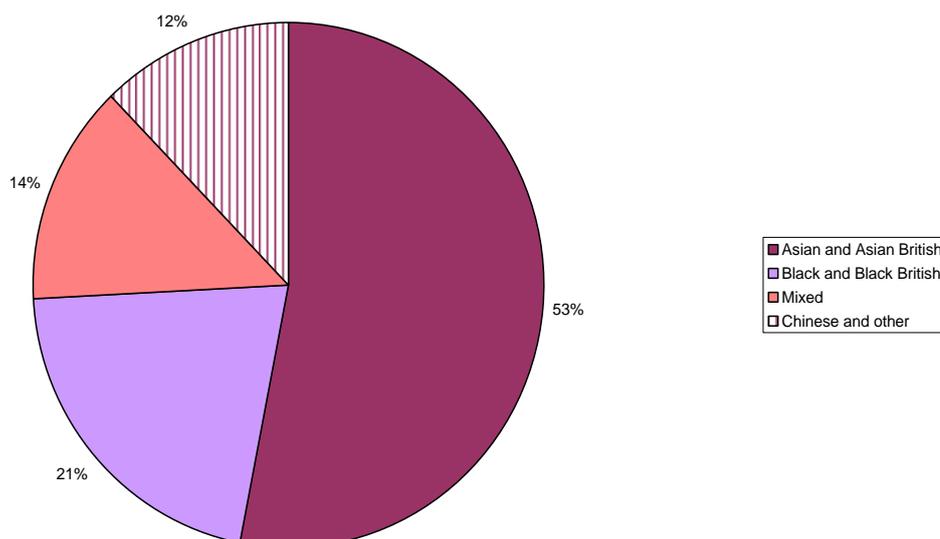
The literature review suggested that certain industries and job types are likely to attract certain sections of the BAME population. As already indicated the range of jobs within the Commission is very broad. Included are more traditional forestry related roles such as a forester and forest machine operators, managers of specific forest management projects, as well as land and estates management, financial, administrative and clerical positions, work in visitor centres and attractions that include retail staff, as well as rangers and education officers. Much of the work of the Business Units involves specialist technical posts such as civil engineers building roads and bridges for example, vehicle and machine maintenance services. Also included across the business are GIS and other IT and data management services, communications and media specialists with natural and social scientists primarily based in Forest Research. In addition to this there are also middle and senior level executive and non-executive posts involved with the formulation of organisational and national level forest policy. Categorising the different competitions by job type demonstrates the range and inferred popularity of the different competitions to minority ethnic groups.

Figure 4 combines data from both financial years and shows the total number of applications for different job types and the corresponding number of BAME applications.

Forest Research

Figure 4. Total applications and total BAME applications by type of job in 07/08 and 08/09
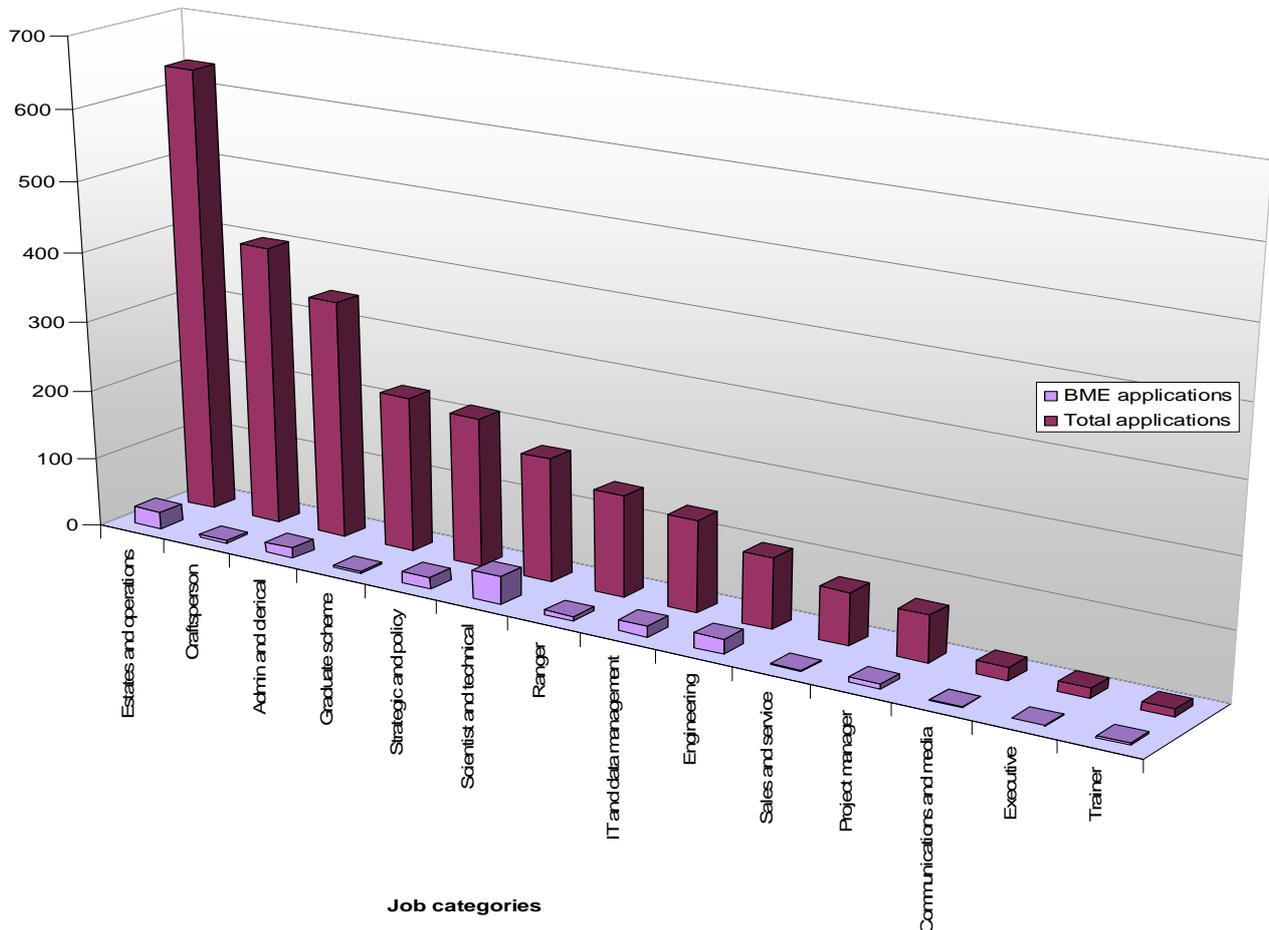
Figure 5 adds a layer of detail to the BAME applications for both financial years and shows that science, estates and operations (which includes 'core forestry' posts such as woodland officers, forest planners, and machine operators), engineering, IT and data management attracted the largest number of applications from ethnic minority groups. In other words there appears to be a concentration in SET related posts.

The total number of applications from BAME candidates needs to be understood in the context of those competitions. Figure 6 shows the number of applications across financial years from BAME candidates as a percentage of all applications for those competitions. Science and technical, engineering, and IT and data management positions maintain prominence, with between 13 and 34% of all applications coming from BAME applicants. It is interesting to note that a small number of competitions account for a significant amount of interest from BAME applicants, for example Research scientist - Tissue culture in 08/09 where 62% of applications came from BAME candidates.

Figure 5. Type of jobs receiving applications from BAME groups in 07/08 and 08/09[32]
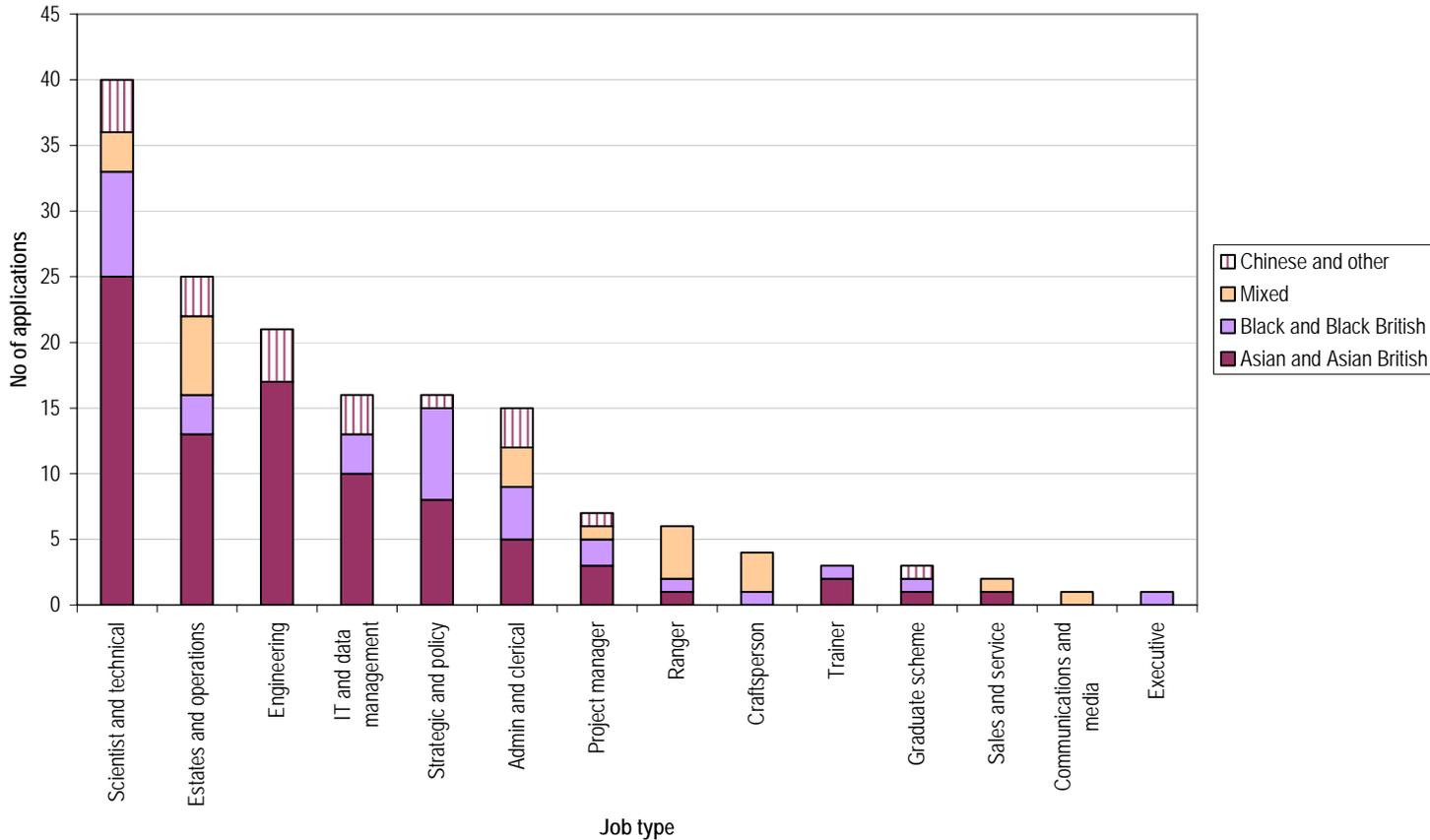
The final Figure 7 shows how the BAME applications are distributed over countries and business units.

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[32] These figures relate to those jobs BAME groups applied for and do not include information about those competitions which received no BAME applicants.

Figure 6. BAME applications as a percentage of all applications for competitions characterised by job type, in different financial years[33]
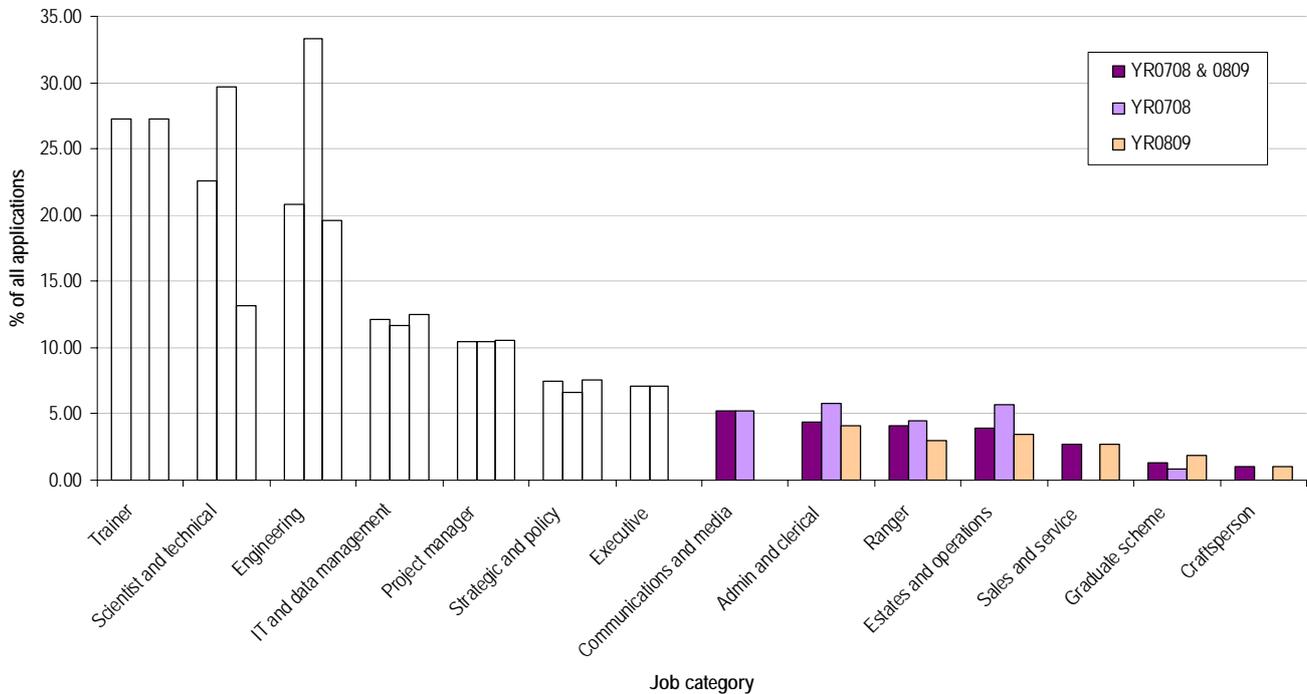
Figure 7. The distribution of BAME applications between countries and business units over both financial years[33]

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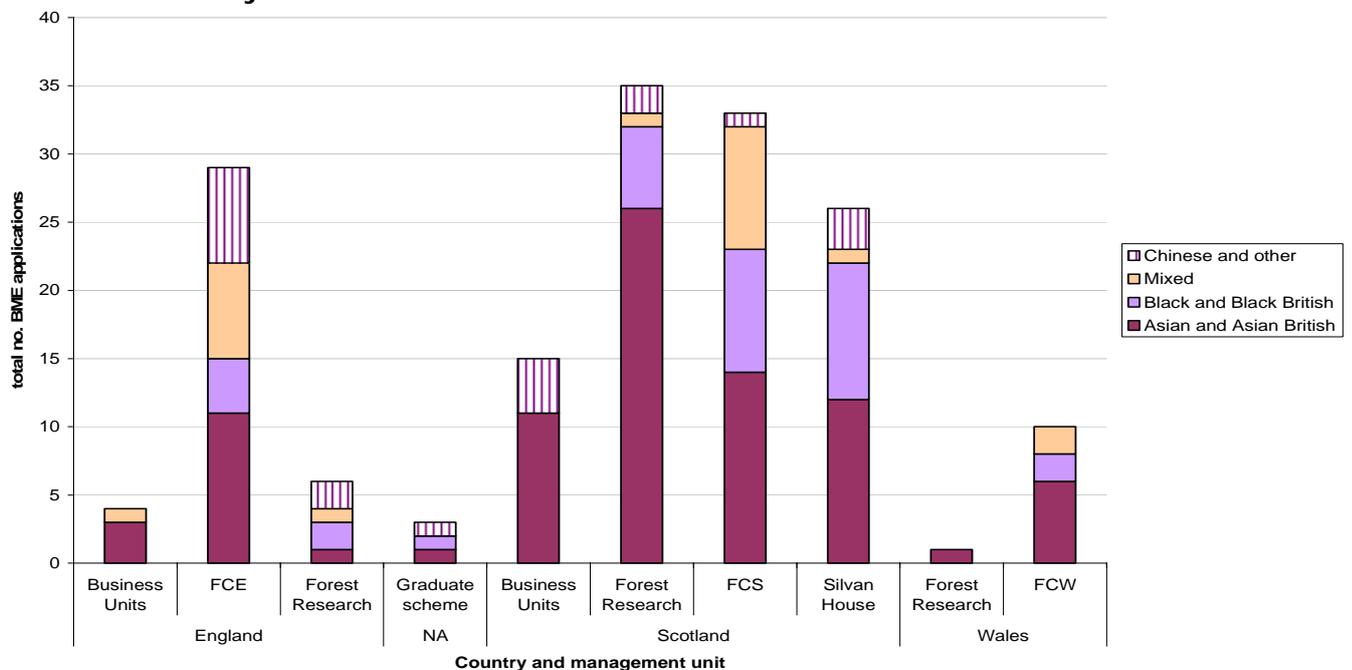
[33] These figures relate to those jobs BAME groups applied for and do not include information about those competitions which received no BAME applicants.

4. Research results: The context of the National Office

4.1 The labour market and employment opportunities in the Bristol area

The key employment sectors in Bristol and the Bristol area are: banking and finance; engineering, electrical engineering and associated IT particularly for the defence and aerospace industries; law; medicine and health care; retail and sales; and the creative industries particularly digital media and animation (South West Regional Development Agency 2009).

The new Forestry Commission England (FCE) National Office is situated on the Bristol Business Park on the north-eastern outskirts of the city. There are approximately 25 large businesses, public and quasi-public organisations in and around the Business Park[34]. These reflect the key business sectors in the area and include Motability Finance (a Not-for-profit public company providing services around the leasing and hiring of motor vehicles to disabled persons through the Motability Scheme), the University of the West of England (UWE), IT and data management companies, MOD Abbeywood (who at the time of writing were recruiting towards a target of 10,000 mostly civilian employees whose main function is the procurement, equipment and support services for the MOD), and a range of engineering and technology companies for the aerospace (defence) industry (e.g. Thales, a private defence and electronic company whose Bristol office specialises in aerospace and defence projects such as Future Carrier, and Future Soldier).

The Business Park sits at the boundary of two Local Authority (LA) areas of Bristol and South Gloucestershire, which are likely to form the wider catchment from which any potential recruits to FCE are drawn. These two LAs have differing BAME profiles as shown in Table 3 and Table 4. Bristol is close to the national average at 8.17% of the population being from BAME groups, but South Gloucestershire is lower than the national average with 2.36 % BAME, but is still higher than the average for the South West Region (ONS, 2001). Asian and Mixed groups are the dominant ethnic groups in both LAs. The population of Chinese is a more significant segment of the population in South Gloucestershire.

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[34] see http://www.bristolandengland.co.uk/masterplan.html

Table 3. Ethnic composition of population in the South West region by Local Authority

Area	All	White	BAME	BAME %
Bath and North East Somerset	169,040	164,341	4,699	2.78
Bournemouth	163,444	158,012	5,432	3.32
Bristol, City of	**380,615**	**349,530**	**31,085**	**8.17**
Cornwall and Isles of Scilly	501,267	496,299	4,968	0.99
Devon	704,493	696,590	7,903	1.12
Dorset	390,980	386,063	4,917	1.26
Gloucestershire	564,559	548,482	16,077	2.85
North Somerset	188,564	185,955	2,609	1.38
Plymouth	240,720	236,767	3,953	1.64
Poole	138,288	135,799	2,489	1.80
Somerset	498,093	492,136	5,957	1.20
South Gloucestershire	**245,641**	**239,845**	**5,796**	**2.36**
Swindon	180,051	171,409	8,642	4.80
Torbay	129,706	128,105	1,601	1.23
Wiltshire	432,973	425,983	6,990	1.61
South West	*4,928,434*	*4,815,316*	*113,118*	*2.30*
UK	*58,789,194*	*54,153,898*	*4,635,296*	*7.88*

Source: ONS Census data 2001

Table 4. Distribution of ethnic groups as a percentage of BAME population in the SW

Area	Mixed	Asian or Asian British	Black or Black British	Chinese or other	Total
Bath and North East Somerset	35.3	19.5	16.7	28.6	100.0
Bournemouth	35.8	21.2	12.7	30.3	100.0
Bristol, City of	**25.5**	**34.9**	**28.4**	**11.1**	100.0
Cornwall and Isles of Scilly	46.3	19.5	15.2	19.0	100.0
Devon	42.4	19.7	10.4	27.5	100.0
Dorset	39.5	19.4	11.8	29.4	100.0
Gloucestershire	30.1	34.4	20.6	15.0	100.0
North Somerset	40.9	24.8	8.6	25.7	100.0
Plymouth	39.4	18.8	11.4	30.4	100.0
Poole	37.2	28.9	10.1	23.8	100.0
Somerset	39.7	23.2	12.4	24.7	100.0
South Gloucestershire	**32.2**	**31.7**	**16.1**	**20.0**	100.0
Swindon	23.7	44.4	14.7	17.3	100.0
Torbay	45.8	21.5	8.8	23.9	100.0
Wiltshire	40.7	19.6	16.4	23.3	100.0
South West	*33.0*	*29.0*	*18.5*	*19.5*	*100.0*
UK	*14.6*	*50.3*	*24.8*	*10.3*	*100.0*

Source: ONS Census data 2001

Tacchi and Williams (2006) show that there are regional variations in educational attainment. Their data demonstrate that the South West has a slightly higher proportion of white residents with higher-level qualifications than the national average, while the proportion of BAME residents with such qualifications is substantially higher. Economic activity and employment rates are higher in the South East, South West and East of England.(Simpson *et al.* 2006) compared with the rest of the UK, and the employment rate for all BAME groups in the area is higher than the national average with no significant differences between ethnic groups overall (see Table 5 below). However, there are differences where the age group of ethnic sections of the population are taken into account. The Department of Work and Pensions/Manchester University website of interactive ethnicity and labour statistics[35] shows that younger ethnic groups between 16-25 years old do not perform so well, with Black and Black British individuals in the two LAs performing less well than the national average.

Table 5. Employment rate of ethnic minorities in Bristol and surrounding LA areas

LA	Employment rate of ethnic minorities (%)	Notes
Bath & N E Somerset UA	55.8	
Bristol UA	68.8	
North Somerset UA	81.3	
South Gloucestershire UA	85.7	
South West	*70.4*	*Data from yr 07/08*
England	*59.7*	

Source: Labour Force Survey data ONS 08/09

Information about those lacking and wanting work show that for the period 2006-2008, around 9 % or below of the population in Bristol were not able to find work, with less than 6.5 % of the working age population unable to secure employment in the South Gloucestershire area[36]. These are relatively low figures suggesting that overall employment prospects for those who wish to find work are good. There are no more current figures available to track the latest impact of the economic downturn.
The occupational groups and sectors in which BAME groups are located in Bristol, South Gloucestershire and nationally are shown in Table 6 and Table 7[37].

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[35] Ethnic Minority populations and the Labour Market: Analysis of the 2001 Census, found at http://asp.ccsr.ac.uk/dwp/#
[36] Figures accessed through Rowntree Foundation poverty site www.poverty.org.uk derived from Annual Population Survey using GB figures from 2006-2008 last updated September 2009 (www.nomisweb.co.uk/Default.asp)
[37] Data taken from NOMIS https://www.nomisweb.co.uk/

Table 6. Employment by occupational group disaggregated by ethnicity

	Bristol		South Gloucestershire		GB	
	All	BAME	All	BAME[38]	All	BAME
managers and senior officials	16.5	14.0	15.1	28.3	15.6	7.4
professional occupations	17.9	14.3	11.0	!	13.1	10.5
associate professional & technical occupations	15.9	12.4	14.5	14.8	14.6	9.0
administrative and secretarial occupations	11.6	13.0	15.8	!	11.4	7.8
skilled trades occupations	7.5	11.3	13.1	15.0	10.7	5.4
personal service occupations	6.3	8.6	7.7	!	8.3	9.9
sales and customer service occupations	8.3	15.6	7.8	26.4	7.5	11.9
process, plant and machine operatives	5.9	4.8	5.5	!	7	9.8
elementary occupations	9.9	6.0	9.4	!	11.3	10.6
TOTAL	**99.8**	**100.0**	**99.9**	**84.5**	**99.5**	**82.3**

Source: NOMIS Annual Labour Force Survey, data Jan-March 2009

Table 7. The percentage of 16 years plus workforce employed in particular sectors

	Bristol BAME	South Gloucestershire BAME[23]	GB All
Manufacturing	12.7	3.9	10.6
Construction	!	!	4.9
Services			
Distribution, hotels & restaurants	7.5	!	23.3
Transport & comms.	!	!	5.9
Banking, finance & insurance	8.4	2.3	21.6
Public admin, education & health	4.2	2.9	26.9
Other services	9.6	!	5.2
Energy and water	6.0	!	!
Total services	8.7	1.5	!

Source: NOMIS Annual Labour Force Survey, data Jan-March 2009

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[38]! denotes figures to small to report or no data available

Compared to national figures BAME groups in Bristol and South Gloucestershire show higher employment in middle and upper level managerial, professional, skilled occupations, and secretarial work, and lower than national average participation in manual machine operations and elementary work. The disaggregated figures by sectors show a different pattern for BAME groups compared to the overall composition for Great Britain. Clustering of BAME groups in the Bristol area is around manufacturing, service industries, banking finance and IT and public service.

The Annual Labour Force Survey[39] reports that the average weekly wage for fulltime workers in the Bristol is about £467 and £481 in South Gloucestershire compared to a GB average of £479. However, average household income measured as Gross Disposable Household Income (GDHI) per annum in 2007 was reported to be between £12,250-12,999 for Bristol and over £14,500 in South Gloucestershire income levels that sit above the UK and Regional average (South West Regional Development Agency 2009).

4.2 Findings from the Focus Groups

An indicative map of the distribution of the focus group sample is given in Figure 8. A summary of the focus group sample characteristics is given in Table 8. Annex 1 shows the specifications used to recruit the focus groups by the market research company.

Figure 8. Residential location of the focus group sample in relation to the FCE office
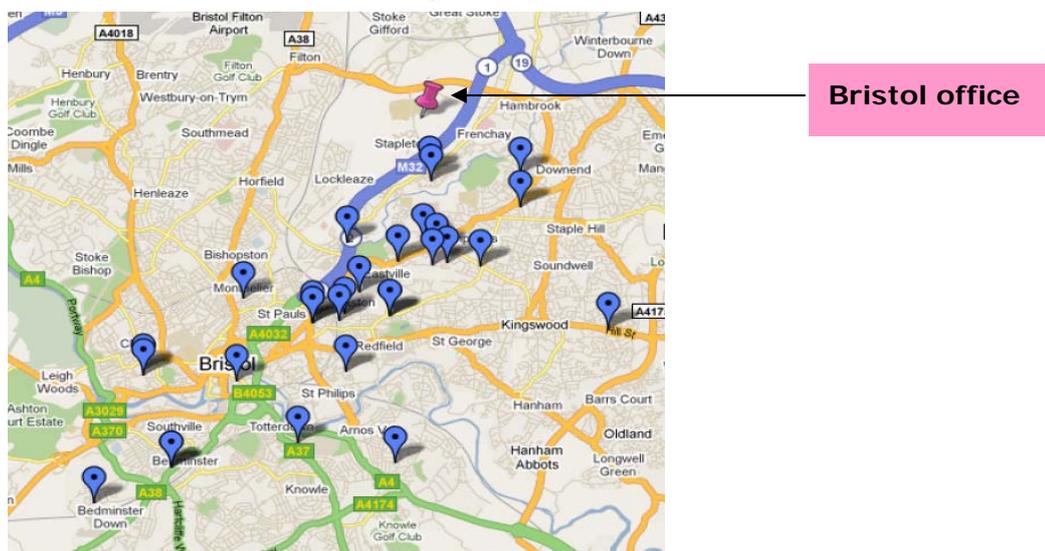
Note: The number of flags is not equal to the number of participants. Not all participants revealed their postcode. More than one participant may have come from the same road or flagged location.

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[39] Figures accessed through https://www.nomisweb.co.uk/

Table 8. Bristol Focus Group sample characteristics

	Black & Black British	Asian & Asian British	Mixed	Chinese	Other	Total (N=44)	%
Gender							
Male	12	5		4		21	47.7
Female	6	11	3	1	2	23	52.3
Age group (years)							
18-24	7	9	3	3		22	50.0
25-35	1	2		2	2	7	15.9
36-45	9	2				11	25.0
46-55	1	3				4	9.1
Income category (£ p.a.)							
Up to 12,000	9	7	2	3		21	47.7
12,000–17,000	3	2			2	7	15.9
17,000-24,000	5	1	1	2		9	20.5
24,000-37,000	1					1	2.3
37,000–47,000		1				1	2.3
Not stated		4				4	9.1
Employment status							
Self employed	1	2				3	6.8
Employed	11	8	3	2	2	26	59.1
FTE with part time employment	6	6		3		15	34.1
Occupation							
Sales, service and retail	7	8			1	16	36.4
Social and health care	5	1		1	1	8	18.2
Other manual	3	5				8	18.2
Design, media, marketing	1		2			3	6.8
Clerical and admin	1	1		1		3	6.8
Engineering				2		2	4.5
Finance and banking				1		1	2.3
Education and training		1				1	2.3
IT, data management	1					1	2.3
Legal				1		1	2.3

4.2.1   Employment and career aspirations

The choice of professions the focus groups participants talked about either being involved in or aspiring to accord with the traditional choices outlined in the literature review. Bristol is well known as a centre for engineering, finance and banking, creative industries and the legal profession, as well as having a number of medical schools and several large hospitals, so employment and career opportunities tend to perpetuate the traditional career choices of BAME groups both at college, university and within the labour market more generally. In addition, retail, sales and service are increasingly important employment choices in the Bristol area.

Some organisations and their diversity and employment strategies were mentioned during the course of the discussions because of the outreach, campaigning and advertising activities they had been involved with. Bristol City Council, the MOD, the NHS, and the Fire Service were talked about across the focus groups as strong examples of organisations that had transmitted clear and persuasive messages about choosing different career paths that are real options for ethnic minority individuals.

Making a broad generalisation from the focus groups it would seem that:

- All groups valued education and expected education to bring rewards in the labour market so they tended to make choices about what jobs or careers to follow that met those education driven expectations.

- The question of 'experience' was a real concern not only for early career individuals but for mid career too, the term 'experience' can act as a "turn-off" or barrier to recruitment unless it is properly explained and clarified.

  For the younger early career individuals there was a real sense of frustration around the experience issue.

    "You know if you got the same people for the same job, then the people with the experience gets put to the front of the queue and those with no experience get put to the back, but sometimes the newest people is the freshest people"
    Early career, Black and Black British, male

    "You know are they looking for people to be like experts? If they don't give you the experience how you gonna have it, know what I mean?"
    Early career, Black and Black British, male

    "Going out there to get a job today its like scary you know, you need qualifications for everything, what you need qualifications to wear clothes them?"
    Early career, Black and Black British, male

- Older groups clearly thought that work with the Forestry Commission in this 'non-traditional' environmental sector would be something of greater interest to the younger generation. This was because they felt that the older generation were not brought up to think about the environment or land-based occupations as suitably aspirational. In addition, they thought young people and children had been sensitised to jobs in the environment sector particularly because environmental issues were coming more and more important than previously.

There were patterns of difference between the ethnic groups in terms of how they viewed employment and specific careers, as reported below.

4.2.1.1   Asian and Asian British

Overall the Asian group were, with the Chinese, the most overtly aspirational. For the Asian and Asian British groups employment and career choices seemed to be driven by perceptions of **community status**. As well as wanting a decent income, they also considered the status of that job and how it would be perceived by others in their families and communities. For example was it a 'good' job, was it moral and suited to community norms, were there clear 'prospects'.

The Asian and Asian British participants were also very politicised around racial discrimination in the workplace. They had concerns about fitting into organisations that related to how well their faces and culture would be accepted. Female respondents were particularly conscious of ethnicity issues around dress, language and working hours.

> "*In Bristol the jobs available are mostly retail, commercial, banking, there are plenty of those as such, but apart from qualifications you have to fit into the right categories, age-wise, gender-wise, colour-wise everything really ......* "
> " *yes …. I think colour-wise it means a lot in Bristol, especially when you are going into a white organisation, you walk in and you think, you know, you've got the qualifications, and they just blank you out "vacancy's gone … there is nothing here" that's always happening in Bristol ….. I think colour that is the most important thing on the agenda …. yes*"
> Mid career Asian and Asian British, male followed by female

> "*Me I'm like the only Asian at work ….. it makes me feel uncomfortable yes … you know I think the manager sometimes looks at me 'cos I'm not cosied up with some of the other girls talking about what happened in the club last night … the others like they will talk to you …. but it's not the same ….. *"
> Early-career Asian and Asian British, female

> "*Some employers well they get concerned about whether you can communicate properly and that to customers, not just language and that, but like how you look,*

……. if there are less ethnic people working there then you know you'll find it hard to work there too"
Early-career Asian and Asian British, male

"My Dad's quite concerned about my working hours, so I could only do 9-5, you know standard working hours"
Early-career Asian and Asian British, female

"Look, really, having been to University and that, we'd be looking for job at around £30,000, not something temporary or fixed term, so you know I'd have to be convinced there is something else in it for me, and my parents, you know I'd have to talk to them about it and see if they thought I had done right"
Early-career Asian and Asian British, male

This was the only ethnic group, across all age groups, that were consistently attracted to civil service and the benefits around public service jobs including pensions. The knowledge that the Forestry Commission was part of the civil service also acted to legitimise what was otherwise seen as a non-traditional role.

The focus groups did confirm the view put forward in the literature, that for this group, parents and senior community members can have an influence on career choices. This was evidenced by most of the older participants talking not only about their own career choices but those of their children and dependents also, much of the discussion about the actual job adverts centred on how their children would fit in to those roles. However, the general consensus was that this parental influence was waning, and today's generation often make career choices by themselves. What was true, was that the older generation still counsel, advise and support children's educational and career choices and need therefore to understand jobs on offer and the labour market if they are to provide accurate information and full support.

"That thing about experience well you know we don't really know what that means with these adverts, you know, we know what a teacher does, we know what a lawyer does, but we don't really know what a Forestry Commission person does, we like our sons to go in for proper jobs which we can understand,"

"Yes we don't really think like a white person might ….."

"You need to tell us more about what the Forestry Commission actually, I mean why we should go for that instead of the other things that are out there. You hear Forestry and you think chopping down trees, then you hear Commission and you think oh well maybe it's a Government job"

"But is this actually the civil service then?"

"Yes it is"

"Oh well actually that is a proper job then"
Mid-career Asian and Asian British, male and female

"I think I need to tell you something else, you know, working with trees and plants that isn't something that our parents would have encouraged us to do. The new generation might, but the older generation we will be pushing our sons towards being doctors, electricians, lawyers, or if they got to 16 just get any job you can … there are two extremes either you are good for nothing so go out and get whatever you can, or you go to what they see as a qualified occupation, what our parents thought were qualified jobs"
Mid-career Asian and Asian British, female

"They're stuck in their ways, you know they don't want to come out of their shell and explore different things … where there is a lot of Asian people, Black and Jamaican people they need to know about the opportunities on offer and why they should take those up instead of other things they already recognise"
Mid career Asian and Asian British, female

"but all the youngsters in the family they say like 'I'm not going to stand in the market!' …. they've got so much high society high level thinking about that now"
Mid-career Asian and Asian British, female

4.2.1.2   Black and Black British

Both younger and older Black and Black British appeared to be quite **values led** in their choice of jobs and careers. They tended to express views that showed they wanted employment in jobs that provided a good income but which also provided social or community benefits e.g. involvement in social services and social welfare or law for example. This group also had strong views about needing to fit into an organisation, but the views expressed during the discussion groups were often less politicised than those expressed by the Asians and more to do with their own identities mixing and resonating with the professional values of the organisation.

"For me I would be thinking how would I fit into that organisation, if I am a minority …. you know …… give me a waxed jacket … (group laughter) *…. how would I fit in that organisation and its values and how would you make me feel comfortable in that organisation as a black male. The equality statement that wouldn't make no difference, that's put on everything, so you know its like the sell by date and everything you end up ignoring it and it don't really make any difference … know what I mean ….. do you understand my language the way I communicate, my interests, is there anything I can identify with as a person in*

*that company …… it don't sit right with me personally if I have to play a role……
that would be my first and biggest thing …. I've got to be sure I can fit in*"
Mid-career, Black and Black British, male

As with the Asian participants, there was some recognition of the influence of the older generation over young people's career choices and how this influence was waning. The main concern for the early career Black and Black British group was how they were going to gain the right kind of experience to get the jobs they wanted to secure. There was some discussion of early career individuals experiencing tension between getting a job for the sake of it, and not wanting to compromise on choices, feeling that it is important to select carefully.

"like the problem is why should we work for you …. you know, me, I think I need to be fussy about jobs"
Early career, Black and Black British, male

"*Why study for so many years to get the qualifications to make that step and then not get it because of the experience thing … you know be told you're not ready yet. ………..but I've been in education for the last 5 years so I know all the new stuff, not the old stuff from 20 years ago …… Some Asian people I know are like working in admin, secretaries and that. They do that job not because it's what they want but because its what they can get, you need experience for the real jobs, you are going to really want and need that job but have to wait to get it*"
Early career, Black and Black British, male

4.2.1.3   Mixed
The size of the Mixed ethnic group was too small to draw any substantive conclusions. Some of their views have been incorporated into the other appropriate ethnic categories.

4.2.1.4   Chinese and other ethnic groups
The Chinese participants seemed to be driven by a **strategic approach** and consideration of their employment choices that carefully assessed the salary and career progression prospects. The balance of salary and experience and the general conditions of the labour market we finally judged against building a progressive career pathway.

"*When you say you want to be happy I don't know it must be a Chinese cultural thing, but in most of the cases, 90% of our cases, we are working and very miserable, often on a very minimum wage, everything is for survival and progression of the person ……* "

"We are expected to be miserable …. "

" …… my job is miserable but what's wrong? I'm there for the wage, and the experiences I get from this job I can carry forward on the CV, with the opportunity to increase the salary on the next job"

Early career Chinese, male and female

The Chinese discussants were the only group to consistently discuss career choices in terms of the expected salary range for the jobs on offer. They expected high returns from educational investment, recognised their expectation lay in the traditional 'educated' sectors of employment such as banking, finance and engineering. There was little discussion about the values of an organisation apart from the one Chinese participant who worked in social care who felt this was an unusual career choice for him and this made things difficult for him in terms of finding support amongst his social network.

"Perhaps it's a Chinese cultural thing, looking at finance, investment banking, accounting and engineering, we look at the jobs and if we see like over 24k, that kind of category, then we usually have adequate skills, if we have tried hard enough through college and university, so problems in recruitment is not really an issue for people like us, but for people like me trying something different (i.e. social care) then like 15k that's the kind of thing and its not really great, it wouldn't support a wife and dependents, I'm a bit not usual…. different"
Early career, Chinese, male

It was interesting that the Chinese participants also viewed their career choices in a globalised context and constantly referred to their desire to build-up job experiences that would allow them to take on jobs in other countries, notably in China, Singapore and India.

This group made least reference to racism in the labour market and tended not separate their own employment and recruitment concerns from those of the rest of society.

"Getting a job is hard, but then what you are asked to do is harder, I feel the pressure that I might be fired, not because of ethnicity as such but because they might think I am not suitable enough, I mean the expectation has gone up real high these days, you know they can pick and choose"
Early career Chinese, male

"In the current climate jobs rely a lot more on networking, exchanging information about the right people between people, that's something I guess which is standard stuff, but I don't feel it's particularly different for ethnic minority people"
Early career, mixed, female

> *"Bristol is a very open-minded city from the point of view of cultures, it's not hard to get on"*
> Early career, Chinese, male

The very small sample of other ethnic groups – two Arabic women - mitigates against generalisation. The main concerns for the participants were around qualification and degree equivalence as recent immigrants to the UK, and they shared the same concerns as the Asian women about their culture allowing them to fit into organisations.

4.2.2   Understanding and perceptions of the Forestry Commission

These focus groups have provided more evidence that, in general, people have little knowledge of the Forestry Commission. None of the participants were able to explain what the organisation does, and nobody recognised it as a public body. Amongst the 44 participants, only one person (young, Asian and Asian British, male) thought he knew the Forestry Commission had responsibility for trees and forests, knowledge that he attributed to having a friend who had just started working for the Forestry Commission. One person (young, Mixed, female) correctly recalled the Forestry Commission logo. The participants who originated from Nigeria recognised that the Forestry Commission was likely to be something akin to the forest service 'back home' and associated it with logging and timber production and the chance to make 'backhanders'.

When asked to think about he kinds of jobs and roles that the Commission might have on offer, with a little prompting, the mid-career groups were able to think of a number of roles that might be available e.g. accountancy, clerical, office management and research jobs other than practical outdoor roles.

> *"Apart from the name which could give you an idea about what the business is about, at the end of the day, you are just a business out there trying to recruit to all these different avenues"*
> Mid career Black and Black British female

Only the Chinese participants had no idea at all about what the Forestry Commission might do and were not able to offer any ideas, although they believed the Commission was likely to have jobs in accountancy and IT. The early career Black and Black British group were not able suggest jobs the Commission might have on offer beyond 'cutting down trees' and practical conservation roles.

When asked about their perceptions of the Forestry Commission, participants made the following suggestions about the organisation (listed in order of importance by the number of mentions given):

1. Concerned with climate change and forest preservation
2. Environmental organisation interested in conservation
3. About cutting down trees
4. Carbon and carbon footprints
5. Working outdoors (in the cold and wet)
6. Paper makers, timber producers and <u>planting</u> trees
7. Possibly having health connections[40]
8. Public consultation and marketing.

There was little empathy with the perceived organisational values which were quite clearly understood as part of the environmental (versus environment) sector, so for many of the discussants the Forestry Commission signalled an organisation you would work for if you held certain environmental values.

> "*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

> "*To be honest, it's cultural, and I don't think there are many of us who would be interested in these kinds of jobs with this kind of organisation*"
> Early-career, Chinese, male

4.2.3   Reactions to Forestry Commission job advertisements

The sample of job advertisement that participants were asked to consider are shown in Annex 5. All the advertisements apart from one were genuine and current, and selected

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[40] a number of participants from the health care sector had an appreciation of 'natural prescriptions', 'green gyms' and the beneficial effects of outdoor walking on physical and mental health

to show both on-line and printed examples of jobs from a variety of grades. One advert was a printed 'mock-up' of a real competition, using alternative wording and layout to test participant reactions.

The range of reactions and comments from the different groups was very broad emerging from wide ranging free flowing discussion. The following two sub-sections report first on the general points and reactions to the adverts, followed by a consideration of specific reactions to each advertisement. These detailed reactions have been arranged according to what emerged as:

- the most favoured advert;
- the clearest and easiest to understand;
- the most controversial;
- the least understood, and;
- the least impact.

4.2.3.1   General issues and comments

The Black and Black British group of all ages were the only ones to consistently notice and discuss the diversity and equality statements in the adverts. The older individuals noted it was there, but felt this was a statutory requirement rather than a real commitment to equality. Conversely, the younger individuals noted the statement and found it reassuring.

All groups other than the Black and Black British mid-career strongly associated advertisements for part-time or temporary working with recruitment agencies. This was a strongly negative association, since recruitment agencies they had experience of charged high fees, for low quality jobs, that ended with short notice periods.

There was a generational divide around on-line application procedures, with the youngest individuals expressing the strongest preference and comfort around on-line application procedures. All participants appreciated the dual paper and digital means for applications, and thought it was important to keep both options open to ensure greatest access. Mid-career Asian women had the strongest view about on-line application procedures and the use of computers, with this view summing up their position;

> "*Yeah but for some of us like central Asian women, we don't necessarily have that* (access to computers and computer competency)*, so if you are asking for it I think that more than 30% of us would put it* (the job advert) *aside, if you are asking about how to employ us that might be something we need, you know I'm sure we could be able to do it if we tried, I did three years of nursing but we did everything by pen, so I'm not stupid but there are other skills we might need. In*

*some cases it doesn't mean that because you are not a computer expert you can't
do the job – you can."*
Mid-career Asian and Asian British female

The points on which nearly all individuals across the groups agreed were:

- Good salaries are on offer, and these were relatively clearly shown in the adverts. Although it is worth noting the Black and Black British mid-career group thought the salaries were low and typical of the 'poor' public sector.

- It was not always easy to see where the workplace was located as so many places are mentioned in adverts (duty station, workplace, HR address). In one case there seemed to be no mention of the actual workplace at all. This comment by one participant is indicative:

> "*Oh ….. it says to apply for the job in Edinburgh, I thought that's where the job was, where does it say where the job is?"*
> Early-career Asian and Asian British, female

- The people profile is not clear in all examples.

- The adverts are generally not eye catching. The impression is that the adverts, and by association the jobs themselves, were traditional and straight forward, or perhaps even boring. The use of pictures helps to overcome this but the pictures show TREES and are not related to the jobs, so tend to perpetuate the impression of a 'tree loving culture'.

- The salary range was not a familiar concept to all individuals and could therefore be confusing.

- The Forestry Commission website was noted by younger age group, not necessarily by older, the adverts with the clearest website sign posting were D and Ei.

4.2.3.2   Specific reactions to the adverts

Most favoured

E.i. Research Technician, print media, New Scientist – most favoured by all ethnic and age groups. The reasons this advert scored so well were to do with the nature of the job, the clear job description, and the pay and conditions suited to a school/college leaver. It is worth noting that nobody in the Focus Groups said they read the New Scientist, even though, had the post been in Bristol, about a quarter of the discussants would have been seriously interested in applying for the position either for themselves or for their children.

The younger participants commented that Eii – the mock-up print version of the same advert - had better wording, and was more dynamic/enthusiastic than Ei, although not all the details were easy to find. In terms of initial attraction Ei was described as being too typical to catch your attention and would not have been something they would normally have read. Referring to the passionate and enthusiastic wording of Eii a couple of the participants said:

> *"You know if you are really looking for someone who has got the passion for the trees, then you need to have the same passion (*in the adverts*) to attract them … to get them and to reach out …. if you can't reach out then it just won't work"*
> Early-career, Chinese, male

> *"I think its quite interesting that Eii sounded like it was written by somebody who was actually on the team and enjoying the job, it comes across well, if the adverts can be written by the people who are involved in the job, you know given the specifics of the job on offer and told to write the advert for it, it actually feels like its coming from somebody involved in the work and would be willing to talk to you about it in some detail"*
> Early career, mixed, female

Clearest and easiest to understand
A. Graphic Designer, on-line jobs, Bristol Evening Post – most comments from the discussants about how much they liked this advert not necessarily about the job itself, but more about the presentation (one participant said they would be applying). There was general agreement about: the clarity of layout and an appropriate level of information given; this advert was noted for being the one that outlined the benefits most clearly. There were some negative comments about the very short contract period which was one of the biggest 'turn offs'.

Most controversial
C. Capital Appeals Manager, on-line, Forestry Commission vacancy website – generated most controversial debate around the strap line wording i.e. "Love hugging trees?", that was generally disliked and taken to de-value the job being offered. Also mentioned were a lack of clarity about job role and person specification, and some lack of clarity about the location of the post.

> *"I like the graphic design of some of the adverts, but I think there is an issue with the wording and what you have chosen to put in the adverts"*
> Early career, mixed, female

> *"It's like massive amounts of money but for something that the wording doesn't make serious"*
> Mid-career, Black and Black British, female

"Looking at the wording of this advert, well it's a bit cheeky, in a not very professional way …… you really get put off"
Early-career, Chinese, male

"this one says something about the love or hugging trees ….. the wording …. well at least you read it, but, to be honest, I think it is a bit rubbish, I'm not really sure about that, how are they going to have that knowledge before they start, is that what's important to do that sort of job? I love plants actually, but do I need to have that interest to be good at this job, you could have a different sort of wording"
Mid-career Asian and Asian British, male and female

"When it says stuff like love hugging trees, hippy stuff, I just think I am definitely not even going to be looking at this ….. it's just such a turn off …… you put me off straightaway"
Early career, mixed, female

Not understood
D. Cycle Development Coach, print media, Wealden Advertiser – nobody really understood what this job was and any questions or comments were about explaining what the job role entailed.

Least impact
B. Nobody mentioned anything about this advert and none of the participants picked-up on the Diversity Group logo.

4.2.4   Likes and dislikes of the Forestry Commission employment prospectus

It is a combination of the career and employment aspirations and general employment concerns of the Focus Group participants, as well as their exposure to the job advertisement that translated into statements about what they found to be attractive or off-putting about the Forestry Commission's employment offer.

Whilst everybody agreed that salary and location of job, i.e. was it located in a good area, was it easy to reach, as well as organisational values and team culture were the most important aspects of considering employment with a particular employer, there were differences by ethnic and age group were are summarised in Table 9 below.

Table 9. Likes and dislikes of the Forestry Commission employment prospectus by different ethnic groups (sample size indicated in parentheses)

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

4.2.5   Suggestions for changing practice

Focus group participants were asked how they currently look for jobs as well as what suggestions they had about how the Commission could better advertise the jobs they had on offer to reach ethnic minority groups.

The Forestry Commission already understand that 'brand recognition' is an important aspect of successful recruitment. The focus groups added even more weight to this view emphasising that advertising the Commission *as an organisation* was a crucial point. In short without knowledge of the organisation they were less likely to notice adverts, to feel they should apply for those adverts they did pick-up on, or be confident that they would fit into the organisation. Better understanding of the 'brand' revolved around three key issues:

1.   Understanding the values and objectives of the organisation;

2.   Knowing more about the range of jobs and roles on offer;

3.   Understanding why candidates should apply for jobs with the Commission rather than with other organisations.

The following responses were typical:

> "*On the issue of branding, people tend to apply for jobs with companies they recognise, you already know the name, companies you tend to trust, you feel you know about them and have confidence going for a job much more than one you don't really know where you might just think what's the point …. I don't think you should be thinking about keep trying to change the adverts it's more of a problem of like just the whole company and the public knowing who you are …. so maybe like a TV advert or something which gets you recognised*"
> Early career, mixed, female

> "*As a member of the ethnic minority community I didn't even know about this company this organisation* (i.e. the Forestry Commission), *so maybe it is the exposure of the adverts that is the real problem, I've never heard of you so why would I apply?*"
> "*Yeah, you really need to give some media attention some proper PR attention*"
> Early career Chinese, female and male

> "*You need to think more about communicating about yourselves in terms of the diversity of the community, you need to get out there and send out your message, not about climate change, the carbon footprint and saving trees but also about the number of roles, and what else you can actually achieve in the modern*

organisation … its about making it interesting ….. working for the Forestry is like working for the Royal Mail there are probably really interesting subjects but where does it fit in the modern world …. "
Mid-career, Black and Black British, male

"It's like marketing, you know if you want to sell something like yourselves you have to think quite clearly about why your product is better, what do you have to offer that's better compared with others, so your company being a company that already has an environmentally friendly name it might appeal to a lot of people that like those ideas and that, you know your selling point ….. you have to know it for all the different kinds of people in society"
Early-career, Chinese, male

Apart from this there were views about how the Commission needed to think clearly about the likes, dislikes and aspirations of different groups amongst the ethnic minority population and how the different jobs on offer would appeal to them in different ways. In effect, tailoring each advertisement more closely to the profile and preferences of the candidates likely to respond to it.

"I have to say they are not all the same thing, the Research Technician who will have to work around the trees, but for the Graphic Designer I don't think so working with supervisor in the office, really you need two different approach you need to think more about the arts and those people what attracts them you know, compared to technical-based and engineering-based, you know engineering people likes to do things, love outdoor using equipments and so on, so its really two totally different approaches which you have to understand, two different kinds of job for two different sorts of people"
Early-career, Chinese, male

There were many suggestions for different ways of reaching ethnic community groups through for example the use of community centres, links with cultural associations and college and university careers services, but these were mostly focused on advertising and awareness around the organisation rather than on ways to advertise specific jobs better. By and large the consensus of the focus groups was that *using the traditional advertising routes and mainstream media still remained the best option for advertising employment vacancies*. Novel methods, community facing methods and use of the ethnic or cultural press were felt to be *better means of communicating about the organisation* rather than the individual vacancies.

"Its about two things, firstly its about age, but then looking at where you go and sell this information in terms of the community and the diversity of inner city areas you know there are particular schools, community facilities, and how you communicate that across and raising awareness"
Mid-career, Black and Black British, male

There was some heated debate about the use of digital media and novel social media. There was clear recognition that the Forestry Commission vacancy and careers website was an important resource but one that had to be treated as a specific product requiring its own marketing. It appeared that mentioning the Forestry Commission vacancy site in an advert would not always be enough to get individuals to visit the site.

"it could be interesting if I looked on the website about the (organisational) *values and that ….. but at the moment you haven't sold it to me …. from these adverts ….. I wouldn't be going to the website"*
Mid-career, Black and Black British, male

The use of YouTube for campaigns was not looked upon favourably. The use of Facebook and services such as Google were encouraged, but in specific ways and as a means *to promote Forestry Commission brand recognition*, as illustrated by the following comments:

"On Google mail they put adverts on there selectively, based on what they know about you, it's horrible, I really hate it ….. but it might be a good idea to have a more thought out campaign like on Facebook to get your name known … with an address (i.e. URL) *for people who might be interested"*
Early-career, Chinese, male

"The chance of me landing on the site (i.e. Forestry Commission website) must be less than 1%, but if you ran an advert on Facebook, the chances of me noticing you are likely to be quite high …. but that's not advertising the jobs on Facebook it's getting your name out there, your mission statement, get yourself recognised, 'cos to be honest if I'm using Facebook I'm not really in the mood for job hunting"
Early-career, Chinese, male

"Google is a very good thing 'cos I believe you can link the adverts on the very top bar linked to certain key words, you are searching for something using a specific word and then an advert for that comes up …. that's how you could get your banner out there so people think of I've seen that around I wonder what that is or whatever ….."
Early-career, Chinese, male

Volunteering was also mentioned by younger and older groups of a key method for encouraging open and taster experiences of the organisation that would help to increase knowledge of the organisation and of the specific roles on offer in a very positive way.

A summary of the different suggestions by ethnic groups is given in Table 10 below.

Table 10. Focus Group suggestions for advertising FCE jobs and the organisation

	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)
Print Media						
Metro – free newspaper	*****	*****	*****	*****	***	***
Bristol Evening Post	*****	***	**	*	****	
Cultural press	**			*		* Sin Tao
Digital Media						
Radio	**** Ujima		** Sangam			
On-line job sites[41] (mainstream general)	**	*****	**	*****	***	**
Social Media						
Facebook (advertising FC as well as specific jobs)		**		***		***
You Tube		*				
Text - SMS		**		*		*
Email thro' cultural societies		*				**
Other Media (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		*		**		*

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

5. Research results: Findings from other organisations

Summary information about the organisations interviewed is outlined in Table 11.

Table 11. List of key informants interviewed

Organisation	Stakeholder group	Workforce size and (BAME %)[42]
DEFRA Head of Diversity Team	Public Organisation Environment	10,921 (7%)
Environment Agency National Diversity Manager	Public Organisation Environment	12,000 (3.5%)
Alder Hey Hospital Deputy Director for Quality: Patient Experience, Equality and Engagement	Public Organisation Health	2,800 (3%)
MOD HR services Head of Diversity – Forces recruitment	Public Organisation Defence	187,060 (6.1%) Forces[43] 78,320 (2-3%) Civil Service
University of the West of England Head of Diversity Team	Quasi-Public Organisation HEI	33,000 (14%) students 4,000 (6%) staff
PennaBarkers FC account manager	Advertising Agents for FC	NA
Afiya Trust[44] Director	Third Sector Organisation BAME and Health Sector	NA
BTEG[45] Director	Third Sector Organisation BAME Training, Careers & Recruitment	NA
Forestry Commission HR Team, Diversity Team	Internal context	3,300 > 1%

[42] Figures taken from latest available monitoring reports for each organisation which cover the 2007-2008 financial year for DEFRA and the MOD, and the 2008-2009 financial year for the Environment Agency, Alder Hey and the University of the West of England

[43] Navy 38,570 (3.1%); Army 105,090 (8.8%); RAF 43,390 (2.2%)

[44] http://www.**afiyatrust**.org.uk

[45] http://www.bteg.co.uk/

Most of the organisations interviewed explained similar diversity and equality journeys, starting between three and ten years ago. In all cases change had been led by a specialised Diversity team with the three early protected categories (gender, disability, ethnicity) being the first to be prioritised. It was interesting to note that key informants had seen a trend where early BAME recruits often took on diversity and equality roles, but as diversity strategies matured and recruitment became more successful this clustering tended to even out. Another common experience was that in the early stages of change (first 18 months) it required a large investment of time and resources for what often seemed like small returns, but done well, the momentum around diversity issues picked up and changes become more substantive.

This common experience emphasised the need to concentrate and continue effort over a two year period for higher marginal returns during and after the third year. Unsurprisingly, key informants stressed that the main issue for success is how comfortable those responsible for promoting and managing change processes are with their positions and with the support they receive from their executives. Without this support in both the allocation of resources and visible commitment (e.g. supportive statements, effective 'championing', and consistency in decision making), they would not have been able to meet and fight through the challenges that organisational change around diversity presented them with.

Changing the demographic of an organisation was clearly viewed as a mid-term and longer-term investment. All of the key informants recognised the need to make a strong business case for diversity, not least because of the changing demographic of the available UK labour force towards an increasingly young, BAME and female force. Half of the organisations put forward the view that investment in organisational change now, would provide greater dividends over competitors in the future, and would be more cost effective than addressing structural problems later.

For three of the organisations it had also proved very important to ensure that managers, and those involved in the recruitment process form the framing of adverts through to decision panels, were well trained and aware of the diversity and equality issues. The presence and influence of the diversity and HR teams around this was emphasised. Internal rather than external pinch-points had often been found to present the most significant barriers to increasing BAME recruitment.

There was a strong sense among all organisations that ethnic minority people were clustered around particular careers and sectors of the labour market that can make organisational change particularly difficult, notably so for employers in the environment sector. However, there was also a view that jobs in the environment sector involved a range of roles that could be better linked to and marketed towards more traditional occupational choices. Not withstanding those difficulties, those organisations

interviewed had made significant increases (i.e. doubled or tripled) the population of BAME individuals in their workforce (or student body) within a five year time frame.

All the organisations talked of the need for positive action around BAME recruitment and employment. Collectively they provided many examples of the ways in which applications from BAME candidates may not have been as well presented as those from their white counterparts. Positive action techniques mentioned included: providing mentoring services and skills support services particularly interviewing skills and techniques; providing examples of well completed application forms; and explaining in greater detail the kinds of information the applications were designed to capture. Understanding that differences in the 'suitability' of applications exists has very important implications with regards to on-line methods of screening and assessment as well as the criteria and decisions involved in internal sifting processes. The respondents from the organisations interviewed also mentioned internal audits and evaluations of recruitment process that had shown some form of disadvantage for BAME candidates, and had subsequently led to changed *internal processes and procedures*. The areas had been identified as building in disadvantage included: the use of on-line applications and automated screeners where candidates from BAME backgrounds might be working in English as a second language and therefore completing questions slightly slower, but generating an lower automated score as a consequence; applications being penalised for poor grammar, spelling or uncompleted questions even though this may not have actually affected their ability to perform the technical and other posts on offer. Other examples of positive action beyond vacancy recruitment included targeted apprenticeship schemes, open days, and taster experiences. These kinds of action were felt to be most important for the environment related organisations, who understood their brand recognition was poor, and where knowledge about the employment prospectus amongst parents, elders and other influencers needed to be increased.

It was very clear that there are two distinct tasks which make a difference to recruitment. One is 'selling' the vacancy, and the other is marketing the organisation. Promoting understanding of the organisation's 'brand' and the image of the organisational values, was an essential task if recruitment rates were to increase. A variety of methods were employed to do this including outreach activities (e.g. involvement in community focused events, open days, road shows, setting up stalls in community centres), involvement in college and university career services and work with secondary schools. These disparate events had to be co-ordinated and used as part of a strategic campaign with a clear end point, and where possible, a tie in to actual recruitment or graduate/apprenticeship schemes. Ethic and cultural events and the ethnic press were used to carry 'good news' and exemplary stories about the organisation and its relevance for particular ethnic communities.

> "*Changes in some communities are very hard won, particularly where there is no tradition of providing personnel …... and where the image of the organisation is*

pretty poor …. if not hostile ….. you just have to persevere and start with the early years onwards"

"*they need to know who you are that you have a particular status and have something to offer ethnic minority employees and I suppose that there is a moral case …. if they know who you are than the attraction for science and engineering can be quite strong … it's important to show that there are a range of roles and what those roles entail …. Also I think it's true to say that for Asian's at least, working for government can be seen as quite prestigious*"

On the whole the opinion was that once an organisation was understood, half the battle was won. In general the job seeking behaviour of BAME people was not considered to be significantly different to their white counterparts, so mainstream processes and press were seen to be more effective in attracting the right demographic to respond to job adverts in comparison to the ethnic and cultural press. The key to success in advertising lay in promoting the whole package and a positive candidate experience. In other words there was a clear sense of selling not the just the job role, but everything on offer around that, as well as promoting how the post fits into a 'whole career'. However, it is important to remember that according to the group you are targeting, what you need to emphasise to build the attractiveness of the package will vary. Three of the key informants noted that BAME recruitment was more successful in better skilled positions. The general experience was that contrary to expectation there were fewer BAME individuals applying for or recruited to the lower paid and graded positions. This was attributed to greater overall application rates to these posts and even stronger competition from white counterparts.

"*One interesting phenomena is around our manual grades ….. the stereotype expectation is that you would find your Black and Ethnic Minority staff in the cleaning positions or the catering positions, the security positions and so on, but actually this is completely untrue here …… , what we do have here is a lack of diversity in those areas, most particularly in the supervisory positions around those grades. That is because these are highly sought after positions, they are kind of entry level reasonably low skill set required but well paid, public sector well paid positions with good benefits*"

Promoting brand awareness alongside finding the most effective routes of advertising particular posts emphasises the need to keep using a variety of methods and techniques over a period of time, just one different advert or one short campaign in one area of the country is not enough. Varied, concerted and co-ordinated action was essential.

Lots of government organisations fail to understand that one or two different kinds of advertisements are not enough, there needs to be a concerted set of actions on a number of fronts … otherwise the message is not passed. A single action, or the change to a single advert is not likely to have any significant impact.

This had to go hand in hand with an understanding that the BAME population is not a homogeneous entity. Besides differences in ethnicity under the BAME label, there are different values, needs and aspirations linked to differences in religion/faith, age, gender, socio-economic class and lifestyle that are often overlooked. It was interesting to note the recognition given to research playing a key role in developing strategies that successfully increase recruitment from this variety of needs and aspirations of individuals within the 'BAME community'.

Another issue to emerge was the need for a strategic approach to engaging BAME individuals in the geographical areas (regions, towns, cities and wards), and amongst the universities and colleges, in which they are located. The spatial distribution of BAME communities is well understood, but the educational institutions in which they are located are less transparent. The local labour market has to be the first point of departure in recruitment campaigns – can it support a high level of application from BAME candidates? Are the numbers there to attract potential employees from the target groups? A clear understanding of this varied and changing demographic informs what is realistic in terms of which groups you can or should be aiming for, and the degree of change possible. In other words efforts should be targeted to local circumstances. A single approach focused on broad-based regional level campaigns, is less likely to be successful than locally or institutionally focused targeted recruitment actions in areas with the potential to reach BAME communities and individuals. For those organisations working across dispersed locations this was a particularly important concern. A similar case was made about involvement with universities. Progressive and vocational universities looking at the employability of their students in terms of regional labour markets are far more likely to provide a pool of potential recruits, than more traditional research-based institutions driven by Research Assessment Exercise (RAE) concerns.

In summary the issues that are critical to increasing BAME recruitment centre on a supportive environment and the use of specific actions in the recruitment process as outlined below:

Supportive environment

1. Absolute commitment and buy-in from the Chief Executive, with a protected budget.
2. Setting of change targets linked to the identification of priority diversity groups.
3. Disaggregation of labour force and demographic data around business unit and employment locations to understand local business and demographic context and select key areas for working, i.e. concentrate on bringing change to sectors and geographic locations that are likely to show returns (don't use broad and general approaches, be strategic and targeted and use an evidence base).

4. Significant change possible in a five year time-frame where conditions mentioned above are supported.

Specific actions to increase rate of applications and successful applications

1. **Outreach** – of the right kind, to the right communities, using targeted and evidence-based approaches that disaggregate BAME into specific groups and segments who are likely to be attracted by the jobs on offer.

2. **Sell a Message about the organisation** – how do people view you and how do you craft a message about who you are and why you have something to offer them. Positive brand recognition lays the path to recruitment success.

3. Use **external organisations to lead campaigns** and help with designing interventions initially, and then as actions and strategy matures the organisation should be able to manage change processes themselves.

4. **Look at the face of the organisation** – how will BAME individuals perceive the organisation and how they might fit in to it? What are their key questions and concerns likely to be, and do you have measures in place to meet these that they will find credible and appropriate? Is there an appropriate staff forum for example? What does your promotional material look like?

5. **Identify and promote Unique Selling Points and the 'whole package'** – why is the organisation a good choice for BAME communities? What does a career in the organisation look like? Use research to understand and tap into employment aspirations.

6. Find ways to work with **career influencers –** these could be parents, elders, other community gatekeepers, university and college career services, and so on.

7. Consider **positive action** – identify supporting actions that could be provided in the recruitment process. This is related to things such as the presentation and filling-in of application forms that may not be as well done, or grammatically correct, as white counterparts regardless of candidate's suitability to job.

8. Ensure **scrutiny of internal processes** – for example, during initial sifting processes missing questions or poor grammar should not be used to penalise candidates. A programme of training for those involved in recruitment should support good practice.

9. Understand that the perception of Forestry Commission is always likely to look environmental so craft the **best environmental message to draw in interest**.

6. Conclusions from the Scoping Study

This scoping study has shown that there are a range of different shorter and longer term actions that could be taken to increase the numbers of applications from BAME candidates. These relate to:

- changing some advertising practice

- adjusting recruitment processes

- marketing the FC as an organisation

- continuing with the programme of action to support social diversity and equality within the organisation.

Changing advertising practice

1. Use mainstream media to advertise jobs but target local media that BAME groups identify as the place they look for jobs (see for example Table 10).

2. Place adverts in the METRO wherever appropriate.

3. Place adverts on the on-line job sites mentioned by BAME groups (see for example Table 10) and that are known to have the greatest BAME reach (see annual NORAS reports).

4. Consider how best to reflect the 'whole career package' in vacancy advertising and marketing, using criteria of greatest interest to BAME candidates (see for example Table 9).

Adjusting recruitment processes

5. Consider setting up more a targeted locally driven system for creating more effective ways to promote each job to BAME communities. Local and national BAME groups which deal with recruitment, employment, apprenticeships and student employment would be useful partners in achieving this.

6. Treat each job recruitment as a "micro-project" and target specific local populations to the job on offer, using an understanding of local labour markets and the specific business sector to identify target catchments.

7. Use more than advertisements. Use job specific outreach activities that target BAME audience segments in the local area to the job on offer. Make best use of college and university career services, as well as developing activities that connect with potential candidates and their supporters to do this, in those areas likely to fall in the catchment areas for the jobs on offer.

8. Track impact of websites, adverts, Public Relations and outreach activity to aid future spending decisions.

9. Target recruitment and graduate development campaigns at schools, colleges and universities that are a. vocational, and b. have higher BAME numbers. Move

beyond contact with colleges and universities with traditional land-based degrees to those that offer courses linked to a range of the Forestry Commission job roles.

Marketing the Forestry Commission as an organisation

10. Consider improving BAME communities' knowledge of the Forestry Commission as an organisation using outreach activities and the placement of articles and news stories in the BAME focused press and media.

11. Market the Forestry Commission website, the careers and vacancies area in particular, as a distinct marketing tool or marketing 'product'.

12. Consider producing a light touch diversity and employment booklet to provide more information not only about the organisation but also about the jobs on offer and the way that BAME candidates would fit into the organisation. Position the Forestry Commission as part of the wider civil service.

13. Continue with review and development of Forestry Commission website functionality, simplifying and increasing the prominence of the job vacancies and career section.

Continue with actions to support diversity and equality

14. The HR, and Communication and Marketing shared service and country teams, the Diversity team, and the Unions might consider setting up a BME recruitment task force to manage, track and monitor success.

15. Use the existing staff forum to review recruitment practice as appropriate.

Annex 1. Recruitment specifications for Bristol Focus Groups

Grp	Group name	Key characteristics for recruitment All participants must be either economically active or in work*	Location
1	Black mid-career	• Black and Black British, • 25-45 years, • Male/female.	Bristol residents – central and east Bristol, where possible Easton and St Paul's
2	Black early career	• Black and Black British, • 18-25 years, • Male/female.	
3	Asian mid-career	• Asian and Asian British, • 25-45 years, • Male/female.	
4	Asian early career	• Asian and Asian British, • 18-25 years, • Male/female.	
5	Mixed range	• Mixed ethnicity, • 18-30 years, • Male/female.	
6	Chinese range	• Chinese, Chinese British or other ethnic group, • 18-40 years, • Male/female.	

Annex 2. Interview schedule stakeholders – other employers and organisations

Introduction to interview

The Forestry Commission is working hard to diversify its workforce. Our diversity in terms of ethnicity is currently below the national average for the civil service. Evaluation and assessment of our working practices have shown that there is nothing discriminatory in terms of our employment procedures. However, one area of concern is that of recruitment. We appear to be attracting very few applications from ethnic minority individuals for the full range of positions the Commission offers. This is true in both urban and rural settings. The objective of this piece of work is to understand how to address this challenge. An important aspect of this study is to discover more about the processes and methods used by other public and quasi-public organisations in recruitment and what we can learn from then in terms of good practice. This work will help us to understand better the way in which we can target our advertising and recruitment procedures to attract greater interest and a higher rate of applications from BAME groups.

1. Introduction - Organisational background

1.a. Validate detail of interviewee job/role.

1.b. Establish the diversity/ethnicity metrics for the organisation.

1.c. Establish a brief history of the diversity "journey" within the organisation and across the organisational structure.

1.d. Find out if anything is known about general patterns of entry to the sector in terms BAME groups.

2. Recruitment processes

2.a. Ask for summary description of the recruitment process – prompt for agency involvement, specialist services/companies, range of advertising spaces and methods used.

2.b. Ask whether there is a clear understanding of the target segment for the jobs on offer.

2.c. Are there any obvious pinch-points in the recruitment process?

2.d. Have there been any particular initiatives to attract BAME candidates?

3. Workforce diversity

3.a. Is there any evidence that there are specific terms and conditions of employment which attract BAME candidates?

3.b. What are the key lessons learnt in terms of workforce diversification from their point of view?

3.c. Are there any planned actions for the future?

4. Close

4.a. Is there any body else you know who might be worth contacting with respect to this study?

Annex 3. Interview schedule stakeholders – recruitment agencies

Introduction to interview

The Forestry Commission is working hard to diversify its workforce. Our diversity in terms of ethnicity is currently below the national average for the civil service. Evaluation and assessment of our working practices have shown that there is nothing discriminatory in terms of our employment procedures. However, one area of concern is that of recruitment. We appear to be attracting very few applications from ethnic minority individuals for the full range of positions the Commission offers. This is true in both urban and rural settings. The objective of this piece of work is to understand how to address this challenge. An important aspect of this study is to discover more about the knowledge of employment recruitment agencies dealing with the BAME segment of the population. A better understanding of the aspirations, needs, and methods used by professional companies to attract BAME candidates should provide us with examples of good practice. This work will help us to understand better the way in which we can target our advertising and recruitment procedures to attract greater interest and a higher rate of applications from BAME groups.

1. Introduction - Organisational background

1.a.   Validate detail of interviewee job/role.

1.b.   Establish the objectives and experience of the company – prompt for specific areas of expertise.

1.c.   Establish a brief history of the company – prompt for reasons why established, needs for services, socio-economic trends.

2. Recruitment processes

2.a.   Ask for summary description of how their recruitment processes work – prompt for client involvement, specialist services provided by the company, range of advertising spaces and methods used, links to important press/web networks.

2.c.   Are there any obvious pinch-points or barriers in the recruitment process for BAME candidates?

2.d.   Are there clear methods of recruitment which are more attractive/successful for BAME candidates?

3. Sectors and Terms of Employment

3.a.   Are there particular types of jobs or sectors which tend to attract greater interest by BAME candidates? Prompt for evidence, and for underlying reasons.

3.b.   Is there any evidence that there are specific terms and conditions of employment which attract BAME candidates? Prompt for evidence, and for underlying reasons.

3.c.   What are the key lessons and messages we should take away in terms of attracting greater numbers of BAME candidates?

4. Close

4.a.   Is there any body else you know who might be worth contacting with respect to this study?

Annex 4. Interview schedule – target groups

Introduction to interview

The Forestry Commission is working hard to diversify its workforce. Our diversity in terms of ethnicity is currently below the national average for the civil service. Evaluation and assessment of our working practices have shown that there is nothing discriminatory in terms of our employment procedures. However, one area of concern is that of recruitment. We appear to be attracting very few applications from ethnic minority individuals for the full range of positions the Commission offers. This is true in both urban and rural settings. The objective of this piece of work is to understand how to address this challenge.

An important aspect of this study is to discover more about the aspirations, attitudes that people from ethnic minorities have about employment and their careers. We are also interested in finding out more about the methods people are likely to use to find employment, as well as opinions about the best way to attract applications for particular types of jobs.

We believe this work will help us to understand better the way in which we can best target our advertising and recruitment procedures to attract greater interest and a higher rate of applications from BAME groups.

1. Introduction

1.a.   Validate details of participants using general description of the kinds of work that they do or are looking for. Extend this to include a discussion of ambitions.

1.b.   Are there jobs that they wouldn't be interested in?

1.c.   What sort of employment opportunities and careers are available in the local area? What about the Business Park?

2. Recognition of the FC and reactions to our adverts

2.A.i. Have the group heard of the Forestry Commission? What do they think the organisation does?

2.A.ii. What kinds of jobs do they think the Forestry Commission might have on offer?

2B. Circulate a selection of FC advertisements for recent posts including published, on-line and web based examples (each respondent to have a copy of all of the adverts, each of which is labelled with an identifying number)

2.B.i.   What are the general impressions of the adverts? Look for unprompted key words and reactions.

2. B.ii Which would people respond to and why? Look for unprompted key words and reactions.

2. B.iii Which would people ignore and why? Look for unprompted key words and reactions.

2.C. Would they consider working for the FC? Why/why not? Prompt for perceptions of jobs on offer, terms and conditions etc.

3. Recruitment

3.a.   Where do/would you go if you were looking for a new job? Prompt for companies, websites, papers, and trade press – list detail

3.b.   What would attract you to applying for a particular job? Prompt for advertisement (style, wording), terms and conditions, recognition of employer, location/travel, others.

3.c.   What would put you off applying for a particular job? Prompt for advertisement (style, wording), terms and conditions, recognition of employer, location/travel, others.

3.d.   What about work in the business park area? Do they know where it is, would they work there?

4. Aspirations

4.a.   Are there any perceived differences working for the private and third sectors compared with the public sector?

4.b.   What about working in the Environment sector? Prompt for kinds of jobs perceived this involves, positive or negative reactions

5. Close

Thanks and goodbyes

Annex 5. Advertisements shown and discussed with target groups

A. Graphic designer, Bristol Evening Post, Jobs on-line

Graphic Designer

|	
Job Type:	Temporary/Fixed Term
Location:	Bristol
Salary:	£21,966 - £26,692
Start Date:	ASAP
Duration:	Fixed term
Reference:	185867-4685667469

Forestry Commission
England

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:
Fax:

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: HR09/96.

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 authorised to work there.

View more vacancies from this recruiter   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.

B. Communications Manager, Diversity Group, on-line

THE DIVERSITY GROUP

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COMMUNICATIONS MANAGER, WESTONBIRT

HR09/97

£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 unit 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 these 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: 9 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.

C. Capital Appeals Manager, Forestry Commission Vacancies, on-line

Forestry Commission

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 £M 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/HR09-80RecruitmentRegsrevision29-09-09revision.pdf/$FILE /HR09-80RecruitmentRegsrevision29-09-09revision.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-5AZHVL) .

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.

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

D. Cycle Development Coach, Wealden Advertiser, print

Cycle Development Coach

Bedgebury, £11,968 – £14,925 per annum plus benefits, pro rata to full-time equivalent of £21,087 – £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, sexuality, transgender and working patterns.

Forestry Commission England

www.forestry.gov.uk/vacancies

E i. Research Technician, New Scientist, print

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.

Forest Research

www.forestry.gov.uk/vacancies

E ii. Research Technician, mock-up of details in E i.

Research Technician
Base : Farnham

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

This exiting 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
Or write to Recruitment Department BO Box 12. Farnham GU34 7TR.

Closing Date   19th October
Interview date in Farnham on the 1st 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

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