INCLUSIVE TALENT MANAGEMENT STRATEGY: 2 YEARS ON

Executive Summary

1. The goal of talent management is to create a high-performance, sustainable organisation that meets its strategic and operational aims and priorities. We take an inclusive approach to talent management as we acknowledge that talent exists at all levels and is diverse. In order for this approach to work, inclusion and diversity must be embedded throughout our recruitment, retention and learning and development activities. It also means that we must pool our resources and share knowledge and skills to boost capacity and maximize the talent of our diverse workforce. The aim of this paper is to update Leadership Group on what has been achieved so far and obtain feedback on the activities underway, including its final approval of the new approach to recruitment. This paper also addresses the skills and resourcing issues in BIT and seeks Leadership Group's approval to use part of the corporate budget for our Apprenticeship Programme to pilot a “grow our own” programme in BIT. If agreed, this will provide a model to help us to address staff shortages and future proof the organisation through longer term planning.

Background

2. At the heart of our people agenda is a commitment to build organisational capacity and skills to meet the challenges of delivering parliamentary services, in a changing environment. Some of the internal and external challenges were discussed by Leadership Group at its meeting on 30 April and are captured here. Given the pace of change, continuous learning is critical to building a strong and resilient workforce, one that is able to quickly scale up to meet growing challenges or increasing responsibilities. A considerable amount of work has already been done but there is more to do. For example, we have done much to strengthen our performance management arrangements and placing increasing emphasis on our values and behaviours and, in doing so, aiming to raise performance further. We are also continually evolving our leadership programmes to make sure we are providing learning opportunities that equip our leaders for the emerging challenges. And through our staff networks we are embedding diversity and inclusion and employee engagement to deliver innovation and improvement. Still, attracting and retaining talent in the parliamentary service can be difficult in some parts of the organisation.

3. The Edinburgh market is buoyant with employment rates higher than both the Scottish and UK averages. The sectors we predominantly recruit to (professional, technical or managerial) make up 56% of jobs in the city, whilst candidate expectations and motivations are becoming more demanding. Meanwhile we are seeking to change our resourcing model and become less reliant on contractors, agency staff or secondees by direct employment. In this increasingly competitive market for talent, we need to plan ahead to make sure we have the right skills to embrace change and deliver high quality services. This means embedding a culture of ownership, empowerment and decision making at all levels. One where
staff are encouraged to continuously extend their knowledge, skills and experience by engaging in meaningful, challenging and stretching workload activities (which are achievable and take into account good work-life balance). It also means focusing particular attention on addressing skills shortages and supporting those areas with hard to fill roles to grow their own talent, for instance using the Apprenticeship Levy to fund training wherever possible.

**Recruiting and Selecting Talent**

4. We have concluded the review of our approach to recruitment and selection. To recap, the purpose of this review was to ensure that we are:

- using a modern, fair and transparent process with the consistent aim of identifying and appointing the best candidate for the role on the grounds of merit;
- reducing the time taken to recruit and fill a vacancy by developing an annual recruitment planner which is proactive and has a flow of candidates within the recruitment process linked to our workforce planning requirements;
- attracting and retaining high quality applicants from as a diverse background as possible to support our long term future;
- reducing our dependency on agency staff by developing an efficient and effective temporary staffing arrangement that meets our needs;
- promoting a positive image of the Parliament as an employer by improving the quality and presentation of recruitment materials; and
- introducing systems that will better support managers throughout the process, by reducing the admin burden and minimise bottlenecks.

**What's been achieved so far…**

5. At its meeting on 18 September 2017, Leadership Group signed off a draft policy and procedure for our new recruitment approach. It made diversity and inclusion central, changed the focus to a more external outlook, widened selection criteria to include our values and introduced a wider range of more robust assessment methods. Since then we have advertised many more posts externally (see chart) and have also changed the way we are advertising our roles to attract potential candidates. We recently used this new approach to fill the part time Leadership Group vacancy, Head of Broadcasting role and current Legal Research Assistant resulting in high quality fields. But we recognise that even with our new approach there will be roles that we find will struggle to
fill effectively (if at all), so have proposed alternative approaches (see the case study below).

6. We have also updated the draft policy and procedure to incorporate our new values and behaviours and our new temporary resourcing arrangements. It is our intention that the values be integral to the process throughout. This means that we will recruit people not only with the right skills, knowledge and experience but also with the right values to support effective team working in meeting our strategic priorities. Using this process, panel members will use a range of tools and techniques to help define values based interview questions, in addition to scenario and knowledge based questions. This was used to recruit our new part–time Group Head and early feedback suggests that this approach is much more insightful, as it helped panel members to obtain a more holistic picture of job applicants, leading to a more robust and rounded interview process. Leadership Group is invited to sign off the updated policy and procedure.

7. We also have the following activities underway and Leadership Group is invited to note progress and provide feedback:

Flexible Job Design: One of the best ways to increase the likelihood of getting the right person for the job is to conduct a thorough job analysis to identify the key knowledge, skills and behaviours associated with good performance. There is no corporate methodology for designing jobs. Neither is there a consistent, structured process for considering flexible working options within roles. We have over 170 different working patterns (part time, job share, compressed hours, homeworking) and whilst this is positive, we know that not all of them are working effectively. Sometimes we agree flexible working patterns that do not suit the nature of the role, but we sometimes decline requests that could actually work. We have also made a commitment to the Economy, Jobs and Fair Work Committee to advertise posts as open to flexible working.

In answer to this, we are implementing an interactive tool to support managers in designing roles in an effective and inclusive way. A major benefit of this tool is that it will help managers to assess roles for flexible working options and define what working patterns are possible and those that will not work for the role. It will also provide a global view of the range of responsibilities, outputs, knowledge, and experience requirements across the organisation, helping to assess and plan for skills requirements – and gaps. Overall, the tool will help managers to become more effective in designing job roles well to build personal and team resilience. We will demo this tool at the meeting on 18 June.

Values based Assessments: We will develop a range of tools and techniques to help managers recruit staff who have the right skills, knowledge and values for the job. For example, we are identifying appropriate testing to assess candidates’ strengths and weaknesses which will be used to inform questions at interview. To support candidates to understand what we are trying to do, we
are also developing tools so that potential candidates can assess how their personal values and behaviours align with ours, before they even apply.

**Efficient Processes:** Administering recruitment campaigns normally occupies 20-30% of the HR Services admin resource. Our current process requires significant manual processing. This is manageable when activity is low but with the potential to seriously impact the service we provide when activity rises or peaks (both recruitment and knock-on effect in other services).

As shown on the right, there has been a large rise in resource-heavy external recruitment in recent years, for various reasons. Since external advertising is going to be the primary way we recruit we expect the level of activity to remain high. We have therefore sourced a candidate/vacancy management system which will allow us to automate the administrative process, enable more flexible and faster recruitment, easier for candidates and more efficient for our managers. We intend to have the system in place by November. **Leadership Group is invited to note progress made against the agreed remit, captured above.**

Managers at the Heart of the Process: As we introduce our new approach to recruitment and selection, managers will be supported at every step. This means providing them with the systems, processes and assessment tools they need to have the right information to make good recruitment decisions. For example, specific training has been designed for values based recruitment and interviews, and eliminating bias. Alongside this our approach is to provide training and guidance proportionately, at the point of need, and using the appropriate method. This means that the HR Office will provide advice and support in terms of how we market ourselves, source candidates, and devise approaches for carrying out more rigorous candidate assessments. **Leadership Group is invited to note progress made against the agreed remit, captured above.**

Creating our own temporary resourcing pools: The staff resourcing pools are up and running. There are two strands to this: internal level transfer pool to provide more opportunities for development for Grade 2 colleagues and a temporary resourcing pool to place external candidates into short term opportunities which otherwise would be filled using agency staff. To date nine vacancies have been advertised and six colleagues have found new jobs, including an Apprentice securing a Grade 2 role. The process has been adjusted since its launch in March to prevent operational difficulties because of multiple applications from individual business areas. We have taken an
iterative approach to building the temporary resourcing pool, starting now with
the next phase, inviting current agency staff and fixed termers to join. **Leadership Group is invited to note progress made against the agreed
remit, captured above.**

...And what more can we do

8. People from BME backgrounds and young people continue to be underrepresented and this was discussed recently at Leadership Group in its
consideration of the Diversity Monitoring Report 2017/18. We have already
agreed to use the temporary resourcing pool to build equality and diversity within
the parliamentary service. For example, the pool will be used to move apprentices
into temporary posts at the end of their apprenticeships. In addition to this being
a practical way of helping us to fill temporary opportunities, it will increase the
likelihood of people in the pool to be able to compete more successfully for
permanent jobs.

9. We would also like to use the pool as a means to increase the number of people
from BME backgrounds employed by us. An **action plan** is attached as an annex
to this paper demonstrating how we intend to target BME people. We will also
work closely with EMBRACE and our young BME colleagues to help us meet our
commitment. In the longer term, in addition to our positive action activities, we will
be advertising the opportunity to join the pool more widely. **Leadership Group is
invited to agree to HR using this targeted approach to staff the temporary
resourcing pool.**

10. Looking beyond entry-level roles, we intend working with Group Heads to identify
opportunities to increase diversity at all levels. To provide a measure of the
effectiveness of our new approach we will also work with the D&I board to set a
target for BME representation in our workforce in September (bearing in mind our
staff survey figure of 4.3% non-white staff, against a central belt average of 9%).
The workforce planning process, by enabling the identification of opportunities to
target underrepresented groups, provides a way to help deliver this, and indeed
inform the D&I Board’s consideration of an appropriate target. **Leadership Group
is invited to agree to this principle and delegate responsibility to the D&I
Board to reach an appropriate target.**

**Developing Talent**

11. The aim of the talent management strategy is to ensure the parliamentary service
is a high performing organisation. We are committed to developing our internal
capacity to balance the challenge of providing high quality services with the
efficiencies necessary in order to ensure we continue to deliver value for money,
which is essential to achieving our aims. This means shifting the focus from
service delivery to excellence, boosting capacity, pooling resources and sharing
knowledge and skills. To make this a reality, we need to create planned and
accessible development opportunities and career routes to encourage staff to
update and build new skills throughout their working lives.
12. The key benefits will be:

- an organisation that embraces change and manages it well;
- a framework for developing talent for the future through “growing our own” talent management and succession planning, improving our ability to address staff shortages;
- learning provision has impact and value for money;
- organisational capacity with skilled staff to deliver excellent services; and
- an organisation that provides effective leadership

Succession planning: “grow our own” programmes

What's been achieved so far…

13. Through our change initiatives we have supported young people, either through offering direct employment with us or supported their development of skills and confidence to take their first steps into the world of work or enter further education. For example through our partnership with Career Ready, we have supported ten young people so far through the programme, with another four about to start. This partnership also means that 14 of our colleagues have had or will have the opportunity to act as mentors to young people, giving colleagues the opportunity to gain experiences they would not otherwise have had and becoming more diverse in their thinking (a summary of the benefits is here). We have also offered 21 young people the opportunity to serve an apprenticeship with us, with 10 so far securing permanent jobs here and the current intake of seven about to start applying. This intervention has changed our young people profile from having 0 staff under 24 years before the programme began to 23 now (including current apprentices).

14. In this final year of the Apprenticeship Programme, we will target young people from BME backgrounds. We have already contacted our Career Ready partner to advertise our opportunities to those young people on the programme across Scotland. In addition, we will be working with BME groups to target the communities they represent (see the plan in the annex).

15. Our aim was to deliver 20 apprenticeships over four years, and budgeted on that basis. In fact, we have delivered 21 apprenticeships over three years. Having exceeded our target we are going to use the final year to identify ways of using the programme to provide sustainable models for the organisation, for instance to help with succession planning (see the case study in the annex).
…And what more can we do

“Grow our own” programmes for existing staff

16. April 2017 saw the introduction of the apprenticeship levy, which is a form of tax payable at the rate of 0.5% of the total payroll cost. All training for apprenticeships can be funded through the levy and we make a contribution of around £80,000 per annum which we can draw from (based on parliamentary staff payroll). This can be used to pay for accredited training for new and existing staff up to a degree level, where there is an apprenticeship standard in place. With such a significant amount of money committed to the levy, it is essential that we get a return on investment. For this reason, it is our aim to grow our own staff at all levels through the use of the levy wherever possible. At the moment, the apprenticeship standards have come under criticism for being too rigid and inflexible. To resolve this, we will work with universities and colleges to feed the apprenticeship programmes into our wider talent management strategy. This will give us a clearer picture of the type of apprenticeship standards and levels we will need to reach our goal.

17. The buoyancy of the Edinburgh employment market has impacted on our ability to recruit in a number of areas, with BIT, in particular, struggling to attract candidates for advertised vacancies. The apprenticeship levy and, more broadly, our talent management strategy (encompassing how we develop our own talent), offer the potential to enable us to address our recruitment and succession needs beyond the constraints of a restricted market.

Case study in BIT

18. The success of the parliamentary service requires high levels of staff retention across all groups. Yet there is a high vacancy rate in BIT due to a national shortage of skills and high market rate salaries. The reasons driving the skills shortage are not hard to see and the impact of digital technologies is now felt not only in BIT, but across the entire parliamentary service. Difficulty in recruiting suitably experienced IT staff is a long standing issue and we have tried to improve our approach over the years, with varying degree of success. For example, we are finding it difficult to attract and retain suitably experienced Grade 4 Senior Business Analysts. It is important to remember that these posts are not just a BIT resource as they support the whole organisation from identifying new systems, to supporting staff with changes in working practices. There is now an immediate pressure in BIT to ensure staffing numbers are sufficient to meet current demand.

Proposal

19. Using part of our corporate budget for our Apprenticeship Programme, HR and BIT are seeking Leadership Group’s approval to invest in the development of our staff to pilot a programme to create 2 temporary Grade 3 Business Analyst posts. By investing in the development of these staff we aim to create an internal pool of talent capable of applying for our hard to fill posts such as the vacant grade 4
Business Analyst posts. Working with Edinburgh College we have sought funding of up to £10,000 from the Scottish Government Flexible Workforce Development Fund. This is in line with our aim to use the levy to enable our staff to gain new skills, experiences and vocational qualifications. It also supports our goal to develop well planned and accessible career routes to address staff shortages. This is the first time we have accessed this fund and we will work with Group Heads to identify other opportunities to bring similar innovation into their areas. Further details of the resourcing challenges in BIT, and how this proposal in intended to help address them, is set out in the annex to this paper. Is Leadership Group content to proceed on the basis of what is outlined in the proposal?

**HR-Led Corporate Training**

Over the next few years we will do the following:

**Leadership Skills**

20. Effective leadership and management is a priority for the parliamentary service and Leadership Group is already committed to completing the office heads/team leaders programme in 2018/19. Building on the successes of the grade 2-4 programme, and to demonstrate ongoing investment in colleagues at this level, we would also like to run another iLM programme in 2018-19. Leadership Group should note that due to the way the previous budgeting cycle worked, the HR Corporate Training budget of £57k is fully committed to fund activities captured elsewhere in this paper. For background, the leadership and management programmes were introduced after the last budgeting cycle and were fully or partially funded by using underspend in the HR and FM group 2017/18 budget. If Leadership Group agrees to run both programmes, a bid for funding from contingency will be submitted. **Leadership Group is invited to note the budgetary requirement to complete the office heads/team leaders programme and provide feedback on our proposal to run another iLM programme for Grade 2-4 staff.**

<table>
<thead>
<tr>
<th>Development Intervention</th>
<th>Delegate Numbers</th>
<th>Costs</th>
<th>When</th>
</tr>
</thead>
<tbody>
<tr>
<td>iLM level 3 award in leadership and management – cohort 2</td>
<td>14</td>
<td>£8,000</td>
<td>October 2018- May 2019</td>
</tr>
<tr>
<td>Office Head/Team Leaders programme – cohort 2</td>
<td>14</td>
<td>£8800</td>
<td>September 2018- December 2018</td>
</tr>
<tr>
<td>Office Head/Team Leaders programme – cohort 3</td>
<td>15</td>
<td>£8800</td>
<td>September 2018- December 2018</td>
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</table>
Management skills

21. To strengthen our management skills we will deliver the following in-house training courses:
   - Induction for new managers;
   - Recruitment and selection skills;
   - Workforce development and planning skills;
   - Project management for non-project managers;
   - Positively managing attendance and performance;
   - Finance for non-financial managers; and
   - Health and safety for line managers.

22. The courses will be delivered by HR colleagues, supported by subject knowledge experts where appropriate. We will prioritise the proposed courses to address most immediate need and develop programmes that give maximum benefit to delegates while minimising time away from the desk. We will also deliver similar courses to MSPs’ staff who have line management responsibility, at no direct cost to their employing MSP. Details of the learning development opportunities will be published in the workforce plan and on our intranet pages in the autumn. Leadership Group is invited to note progress made against the Learning and Development activities captured in 2017 Delivery Plan.

Corporate (including HR and Subject Matter Expert) and Job-related Training Budgets

23. In October 2017 the Strategic Resources Board (SRB) decided to remove 25% of all corporate and job related training budget bids to contingency and to release funding to budget holders that required the additional budget to support agreed development plans. Building on this decision, we propose to work with Group Heads, in the context of identifying workforce planning priorities, to make sure our shared learning provision has impact and value for money and to report back to Leadership Group by June 2019. Is Leadership Group content to proceed on the basis of what is outlined in the proposal?
Resource Implications

24. Costings are provided, where relevant, within the paper and annexes. It is envisaged there will be savings accrued through more efficient recruitment administration, reduced use of agency staff, and reduction in recruitment advertising costs.

Dependencies

25. Successful implementation of talent management strategy is dependent on:
   - Leadership Group taking a committed approach to talent management and having a clear sight of the strategic benefits being sought, from values-based recruitment, through setting targets for BME staff to new approaches to growing our own to meet skills shortages
   - commitment and participation from across the organisation
   - the successful integration of workforce planning and integrating it with strategic and budget planning
   - being able to meet our commitments in the Diversity and Inclusion Strategy

Governance issues

26. Diversity and Inclusion is at the heart of the approach outlined in this paper and we will therefore report to the D&I Board on a regular basis on progress. Subject to Leadership Group agreeing the proposals in the paper we will work with Group Heads on implementation.

Publication Scheme

27. Publication subject to Leadership Group’s agreement to the decisions proposed in the paper.

Communications

28. It is important that all staff, and particularly managers, become familiar with and understand our new recruitment and selection approach. To that end, it is proposed that group heads, supported by HR, introduce the new approach to their office heads/team leaders, in the context of our new values and behaviours. Office heads/team leaders will then run workshops with their teams. The workshops should be held before the roll-out of the new approach in November.

29. The development of our existing staff through the proposed “grow our own” programme in BIT is new so it is important that as many staff as possible are made aware of, and have the opportunity to, consider applying for these opportunities. It is suggested that the opportunities are advertised internally in the usual way, but supplemented by a notice in the Corporate Bulletin, together with an email from David McGill to Group Heads, inviting them to disseminate the opportunities to their staff.
Next steps

30. The BIT opportunities will be advertised in June. The new approach to recruitment will be rolled out by Group Heads before and after recess and before November 2018. Work will continue through the summer to develop and implement the tools and resources that will underpin the new approach and support production of the workforce plan.

Decision

31. Leadership Group is invited to:

- Sign off the updated policy statement and procedure for the new recruitment approach;
- Note progress and provide feedback on the activities that will underpin the new approach (job design, values-based assessment, efficiency improvement, managers’ support, temporary resourcing);
- Agree to targeting BME people for the temporary resourcing pool;
- Agree to the principle of setting a target for BME representation and delegating authority to the D&I Board to set an appropriate figure;
- Agree to introducing a “Grow our own” programme in BIT;
- Agree to HR making an application to SRB for contingency funding for the Office Head/Team Leader programme and iLM programme for Grades 2 to 4 staff;
- Note progress made against the Learning and Development activities in the 2017 Delivery Plan; and
- Agree to HR working with Group Heads to identify shared learning outcomes that achieve impact and value for money, reporting back to Leadership Group by June 2019

HR Office
June 2018
Annex A - “Grow our own” programme in BIT

Issue and background

1. The Parliament’s ambition is to be a modern organisation, confident in the use of technology and information to drive improvements and to align business areas’ digital goals to the delivery of strategic priorities. But to achieve this ambition we require expertise, experience and skills which are hard to obtain in the current buoyant employment market. Demands on the Digital Services Group, and the BIT office in particular, have continued to grow and, as the number and complexity of digital and IT services has increased, the need for capable, experienced and well developed IT staff to deliver on these priorities has correspondingly increased. To meet this demand, BIT have increasingly had to rely on contractors, an expensive resourcing model. In response to this, and following the completion of the Digital Parliament Programme, BIT put in place a strategy to replace contractors with directly employed staff. Other organisations have tried the same: for example, an Edinburgh bank went through an exercise to change their staff/contractor mix from 20%-80% to 30%-70%. They invested heavily in attempting this but failed.

2. The Edinburgh (and beyond) IT employment market is incredibly buoyant and we are finding it difficult to attract and retain quality candidates for certain posts, particularly for technical design authorities/architects, business analysts and developers. We have struggled to recruit in this area; we’ve gone out to market twice for Business Analysts but we were unsuccessful at filling these posts.

Proposal – BIT succession planning

3. With no indication that the market for IT talent is likely to improve in the foreseeable future, and with recent recruitment campaigns having been wholly unsuccessful, the focus has shifted to means of recruiting and developing our internal talent. With this in mind, it is proposed that we introduce a ‘grow our own’ programme in BIT, specifically on creating two Grade 3 Business Analyst posts. Recruits to the programme would be supported to develop experience and skills relevant to the Grade 4 role while undertaking work that enables them to stretch their capabilities and learn on the job.

4. Working with BIT and Edinburgh College, we are designing a bespoke programme for existing staff where they would be immersed in work at Grade 4 level. The college programme consists of four units: Leadership; Change; Communication; and Project Management, combining workshops, assessments and reflective practice, assessed to the equivalent of SCQF Level 10. Their learning will be accelerated by having exposure to other organisations that can offer the experience that we currently cannot.

5. There would be no guarantee of a post at the end of the programme; however, the experience gained would mean our whole organisation would benefit from this investment, both in terms of enabling us to work towards achieving our digital
ambitions while putting in place resources to support business areas to achieve their digital goals.

6. The available 2018-19 Apprenticeship budget is approximately £95k and we estimate this will cost approximately £45k during the same period.

7. This will run as a competitive process, in the same way as our internal recruitment exercises. Candidates would have to demonstrate they meet the minimum criteria and the posts of the successful staff would be backfilled. We would advertise these opportunities in June, with the successful staff starting in September.
## Annex B – Targeted Recruitment Plan

<table>
<thead>
<tr>
<th>Issue</th>
<th>Action</th>
<th>Timescales</th>
<th>Responsible</th>
<th>Success measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Generate applications from a diverse pool of applicants.</td>
<td>Work in partnership with Career Ready to target young people from ethnic minority backgrounds to our Apprenticeship programme through accessing their school co-ordinators across the country</td>
<td>Completed by July 2018</td>
<td>HR Services</td>
<td>Increase on 11% application rate from last campaign. Increase in success rates of BME candidates throughout the recruitment process.</td>
</tr>
<tr>
<td>There are a number of BME young people’s projects in Scotland which the Parliament should work more closely with. The aim being to increase engagement with ethnic minority young people resulting in them considering the Scottish Parliament as a potential employer.</td>
<td>Work in partnership with Coalition of Ethnic Minority Voluntary Organisations (CEMVO) to target BME young people through their young people’s project. HR will ensure all adverts are inclusive and the application process does not act as a barrier to the targeted groups</td>
<td>July to October, then ongoing.</td>
<td>HR Services</td>
<td>Increase on 9% overall applicant rate and increase in success rates throughout the recruitment process. Data to show number of applications through this specific source</td>
</tr>
<tr>
<td>By working with community groups we can improve our targeting and extend our reach to the communities which they represent.</td>
<td>Host the Ethnic Minority Women’s Network in the Parliament and utilise the skills and knowledge of the women represented on the network with over 250 women members representing different BME organisations across Scotland. Network event being held in the Parliament on 25 June 2018</td>
<td>Completed by 25 June 2018</td>
<td>HR Services and Diversity and Inclusion team</td>
<td>Increase on 9% overall applicant rate and increase in success rates throughout the recruitment process. Data to show number of applications through this specific source</td>
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<tr>
<td>There are BME young role models in the Parliament that could help demonstrate the current diversity in the organisation.</td>
<td>EMBRACE to organise an informal recruitment workshop inviting our contacts through the Ethnic Minority Women’s Network and CEMVO. HR will also provide recruitment guidance including pre application support to those wishing to apply for an apprenticeship post. The Parliament’s BME young people will also represent the Parliament as role models by holding one to one sessions with those from BME backgrounds.</td>
<td>Completed by September 2018</td>
<td>EMBRACE and HR Services</td>
<td>Increase on 9% overall applicant rate and increase in success rates throughout the recruitment process. Data to show number of applications through this specific strand.</td>
</tr>
<tr>
<td>Our jobs should be advertised more broadly and be part of our normal advertising practices.</td>
<td>Develop a database of BME contacts to market the Scottish Parliament as an employer and use this to promote posts to targeted groups.</td>
<td>Completed by June 2018</td>
<td>HR Services and Diversity and Inclusion team</td>
<td>Increase on 9% overall applicant rate and increase in success rates throughout the recruitment process. Data to show number of applications through this specific source.</td>
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