

Chapter 6

Appendix A Diversity Interview Schedule

Exercise: Use the below interview schedule in order to interview one or more private sector recruitment agents. These interviews should then be thematically analysed by being based on the framework described in this chapter.

Explanation:

The aim of this research is to understand the equality and diversity approaches of the private sector recruitment agencies and to explore the support that is provided to women and men by the agencies with a particular attention to the advice and guidance available to help women progress into more senior positions in organisations. We will ask you questions about: the operations of your organisations; advice and guidance programmes provided by your organisation particularly to your female candidates; the demographic composition of candidates; and your organisation's approach regarding the issues of equality and diversity. No individual names will be revealed and they will be kept strictly confidential.

1. Could you briefly tell me about the operations of your organisation?

Probe: What are the key guidance and employment programmes provided by your company?

Probe: Which fields of employment do you cover?

2. How do you create a candidate pool?

Probe: Advertise, internet, TV, newspaper?

3. Do you do anything to attract women candidates specifically?

Probe: Could you explain?

4. When a prospective candidate comes to register what do you do?

Probe: Could you explain the process a bit?

Probe: May I have a sample of the application forms?

5. How do you find the firms with vacancies?

6. Could you tell us about the firms you are working with?

Probe: Which sectors?

Probe: Large, small or medium sized?

7. Do the firms ever request a gender balance in recruitment?

Probe: Could you explain?

Probe: The reasons?

Probe: What kind of firms?

8. How do you match the clients with candidates?

Probe: Do you carry out recruitment and selection activities?

Probe: Do you have equality/diversity training programmes for your recruiters?

Probe: Do you address equality, work–life balance and flexible working issues in the selection and recruitment process? How?

9. Could you tell us if in your opinion particular groups of women or men might be disadvantaged by the requirements of some or all of these programmes (e.g. having an age limit)?

10. What is your overall equality and diversity approach?

Probe: Do you have an equality and diversity strategy? Could you explain?

Probe: Do you have any equality and diversity programme or activity? Could you explain?

Probe: Is there an overall culture of equality and diversity?

11. Do you have an equal opportunities or diversity policy?

Probe: Could we see it?

Probe: How did you formulate it?

Probe: Do you give this to staff? How?

12. Could you tell us how gender, age, ethnicity and disability issues are addressed in your operations?

13. Do you have an anti-harassment and bullying policy?

Probe: For your staff? For your candidates?

Probe: Do you have a grievance procedure?

14. Do you have an equality monitoring system?

Probe: For the staff, for the candidates?

Probe: How do you monitor?

Probe: What aspects of your candidates and staff do you monitor (e.g. gender, ethnicity, age, disability)?

15. What is the gender composition of your staff?

Probe: Do you break down the gender statistics of your staff by age and ethnicity?

Probe: Could you tell me about the gender composition of your staff by age and ethnicity?

16. What is the gender composition of your candidates?

Probe: Do you break down the gender statistics of your candidates by age and ethnicity?

Probe: Could you tell me about the gender composition of your candidates by age and ethnicity?

17. Is there a different pattern in terms of recruitment of women and men in different sectors, posts, levels of authority? Could you explain?

Probe: In terms of occupational categories, part-time/full-time, temporary/permanent contract?

Probe: How do you see the recruitment of young, middle-aged and older women in your company?

Probe: How do you see the recruitment of women from BME backgrounds in your company?

Probe: Do you see a change in this pattern over recent years?

18. Do female and male candidates have different requests and interests in terms of their preferred conditions of work?

Probe: What are they? (space, time, geography)

Probe: How do you address them?

19. Do you take any measures to encourage women into atypical (non-traditional) forms of employment and occupation?

Probe: Are there any ways in which traditional occupational segregation patterns are reinforced or combated through your programmes and procedures?

Probe: In what ways are traditional working patterns reinforced or flexible working and work–life balance promoted by your organisation?

20. Do you offer flexible working options for your candidates? Could you explain?

Probe: If yes, what is the main reason for implementing flexible working?

Probe: If no, if you offered flexible options, do you think that you could gain new customers? Why not?

Probe: Are the graduates and non-graduates different or similar in terms of their pursuit of flexible working patterns later in their careers? Women and men?

21. How would you evaluate the demands and perspectives of your candidates in terms of flexible working?

Probe: The individual candidates?

Probe: The firms?

22. Do you see flexible working as an investment for the future?

Probe: Is the offer of flexibility now and in the future a key recruitment selling point?

Probe: Can the lack of flexible working options lead to failure to recruit certain groups?

23. Do you have any advice and guidance provided to professional women to help them progress into more senior positions in organisations?

Probe: Do you have any specific initiatives that seek to promote women into managerial posts?

Probe: Do you have any guidance and employment programmes on encouraging women into senior posts?

Probe: What are they?

24. Do you have any advice and guidance provided to professional women to help them return to work after a career break and resume their career?

Probe: What are they?

Probe: How effective are they?

25. Do you have any examples of good practice or examples of cases in terms of encouraging women into senior posts?

Probe: Could you explain?

26. How do you evaluate the changes in the labour market trends in recent decades with regard to supply and demand of labour?

Probe: Do you experience any difficulties in recruiting for certain posts and positions or in certain sectors of work? Can you explain?

Probe: Lack of enough skilled people for certain areas, posts, jobs? What do you do to overcome this?

Probe: With regard to supply and demand of labour for women (and professional women)?

Probe: Difficulties in recruiting women for certain posts and positions or in certain sectors of work? How do you deal with that challenge?

27. How do you evaluate the changes in the labour market trends in recent decades with regard to changes in the needs of female and male employees (e.g. caring responsibilities)?

Probe: What kind of actions do you take to meet this new challenge?

28. Are you a member of REC?

Probe: Are you aware of the equality and diversity policies of your competitors in this market? How would you compare your organisation?

Probe: Are you aware of REC's diversity policy? What do you think of it?

29. Could you please tell me any additional comments you feel are relevant to our understanding of your organisation's approach to equality and diversity particularly in relation to encouraging and helping women into senior positions?

30. Do you know any other recruitment agencies that may be interested in participating in our research?

Probe: May I have their contact details?

Probe: Could you introduce me to them?

31. Do you know any agency that specialises in business services, such as accounting and other financial investment services, legal and advisory services, health, education and hi-tech manufacturing?

Thank you very much for your time and support.

Appendix B Summary of interview participants

	Sector	Size
1	Interim executive recruitment	Small
2	Executive recruitment	Small
3	General	Large
4	General/ethnic minority recruitment, Birmingham	Small
5	Office support, secretarial, London	Large
6	General	Large/international
7	Interim executive recruitment/HR and finance	Medium
8	Executive recruitment/HR and finance	Medium
9	Flexible executive recruitment	Medium
10	Office support, secretarial, international	Large/international
11	Office, industrial, catering, driving and construction	Large
12	Interim executive recruitment	Small
13	Interim recruitment/general	Small
14	Interim recruitment/general	Small
15	Executive recruitment/financial services	Small
16	Legal sector	Small
17	General	Small
18	Executive recruitment/financial services, management consultancy, telecoms/media	Small
19	General	Large/international
20	Recruitment and Employment Confederation	Small
21	Recruitment and Employment Confederation	Small
22	Recruitment and Employment Confederation	Small

23	Association of Executive Recruiters	Small
24	Interim Management Association	Small
25	Interim Management Association	Small
26	IT, electronics and communication	Large/international
