

# **Turning Data into Insight**

**Thoughts and suggested approaches on how best to avoid the pitfalls  
and ensure effective utilisation of ethnicity and pay data.**

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# Introduction

The purpose of this document is to set out practical steps that local authorities can take to utilise ethnicity and pay data as well as suggested approaches to avoid some of the pitfalls associated with data.

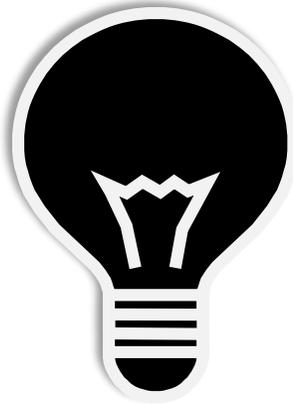
Informed by learning from analysis of ethnicity and pay, the four key objectives of this document are as follows:

- Empower and facilitate opportunities for organisational learning and self knowledge;
- Promote workforce development and career progression – particularly for those groups that are under-represented in certain roles or grades in the organisational hierarchy;
- Ensure that effort and resources are targeted efficiently and effectively, to achieve the best outcomes;
- Promote a culture of expected practice with regard to the utilisation of ethnicity and pay data.

# Six ways to utilise ethnicity and pay data...



To develop and structure policy, guidance and practice.



As a basis to develop and test hypotheses.



To celebrate examples of success by creating compelling case studies.



To inform the design of your learning and workforce development offer.



To design and develop questions for staff sentiment surveys.



To develop key performance indicators to track progress against agreed actions.

# Ten diagnostics to run on your ethnicity and pay data

%age of applications at grades £50k and above, from BAME applicants.

%age of BAME applicants shortlisted at grades £50k and above, versus White applicants.

%age of BAME applicants shortlisted at grades £50k and above who are appointed versus White applicants.

BAME career progression over four years compared to White staff.

Turnover rates by ethnicity (e.g. do White staff stay longer and therefore progress further up).

Ethnicity and pay differential specifically for BAME candidates who are women.

The age profile of staff at different grades (are minority ethnic staff on average younger?)

Tenure at grades above £50k. Does progression take longer because movement is slower?

Differential rates of minority ethnic recruitment based on method, broken down by salary bands.

%age of BAME applicants appointed to secondments versus White applicants.

# Six hypotheses to test with your ethnicity and pay data

If the proportion of BAME applicants for roles at £50k and above increases, then the proportion of those being shortlisted will also increase.

Irrespective of whether or not the proportion of BAME applicants for roles at £50k and above increases, the proportion of those being shortlisted does not increase.

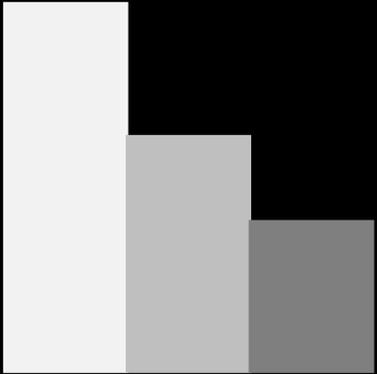
If the proportion of BAME applicants shortlisted for roles at £50k and above increases, then the proportion of those ultimately appointed will also increase.

If the majority of applicants shortlisted for a vacancy at grade £50k and above are BAME, the BAME candidate will be appointed to the role in the majority of cases.

If BAME applicants are recruited externally to roles at £50k and above, they progress upwards at a faster rate, than BAME applicants appointed internally, at the same grade.

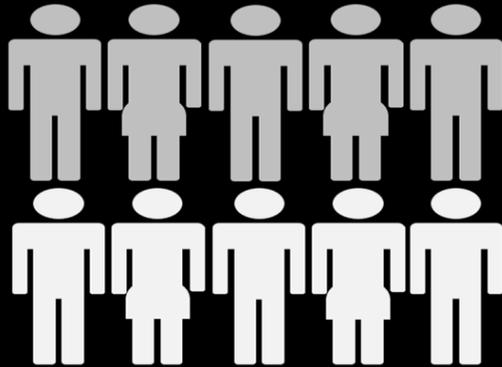
If a BAME employee is recruited to vacancy at grade £50k or above, via a secondment, they are just as likely to be appointed on a permanent basis to that role, as a White employee.

# Suggested key performance measures framework



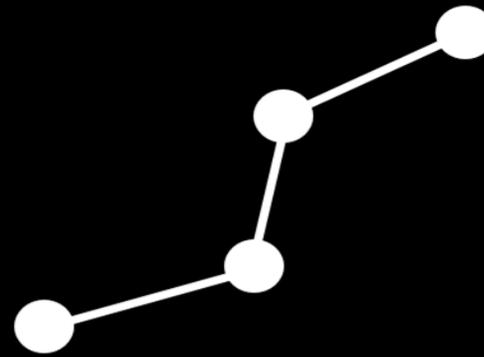
## Confidence Measures

These measures will track 'assurance' such as the number of applications made for jobs at grades £50k and above by BAME candidates.



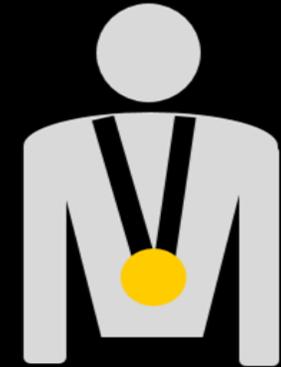
## Conversion Measures

These measures will track 'suitability' such as the number of applications for jobs at grades £50k and above, by BAME candidates, that are shortlisted.



## Output Measures

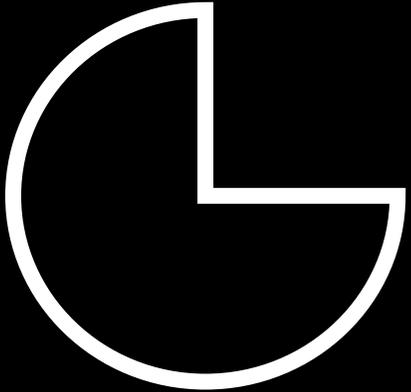
These measures will track 'quality' such as the number of BAME applicants shortlisted for roles at grades £50k and above that are appointable.



## Outcome Measures

These measures will track 'results' such as the number of BAME applicants shortlisted for roles at grades £50k and above that are appointed.

# Suggested key performance measures framework



## Impact Measures

These measures will track 'sustainability' such as career progression for BAME employees at grades £50k and above.



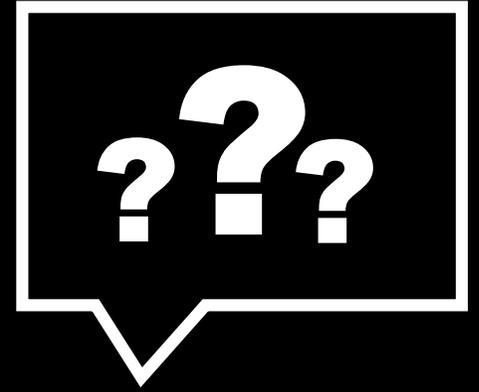
## Pace Measures

These measures will track the 'speed' at which goals are being reached eg: the %age of BAME staff employed at grades £50k and above compared to last year.



## Milestones

These measures will track 'landmarks' such as BAME graduates from leadership programmes, recruited to roles at £50k or above.



## Perception Measures

These measures will track 'sentiment' of BAME staff, to better understand their experiences and perception of career prospects.

# Eight ethnicity and pay data traps to avoid

- **Data blindness** – when you find yourself better placed to answer the question: ‘what are you looking at’, rather than ‘what do you see’;
- **Data delinquency** - no longer responding to what is directly in front of you, even when it is presented in a way that you can easily understand;
- **Data tourism** – delaying action in favour of interminably cutting, splicing and dissecting data for additional insights that offer no meaningful value;
- **Data defaulting** – the belief that if all else fails, then just keep on counting; irrespective of whether or not any meaningful difference will be made and long after anyone even remembers why you started counting in the first place;
- **Data hoarding** – the idea that simply holding on to and maintaining an extensive data repository is, by itself, evidence of a commitment to action;
- **Data outrage** – the impulse to be continually shocked by what is uncovered by data, without a commensurate outlet or urgency for effective and targeted action to address concerns;
- **Data followership** – the practice of hedging, fencing and waiting to see what others do first before deciding what to do next;
- **Data distraction** – the idea that simply because an ‘expert’ or a group has been looking at something, means that everyone else should be fascinated by it.

# The six stages of data inertia

## 1. Necessity

### **We must act on it...**

The prevailing view is that you need to do something urgently to address the issues that arise from the data.

## 2. Nuance

### **We need to understand it...**

The desire to spend more time studying the data to establish a position and present a coherent response.

## 3. Nuisance

### **We are inconvenienced by it...**

The realisation that the data and what it infers, about organisational values, is a greater embarrassment than incentive.

## 4. Normalisation

### **We are getting used to it...**

That despite the embarrassment caused by the data, there are much more important priorities that need your attention.

## 5. Nonchalance

### **We don't care about it...**

There is passive indifference and ambivalence to the data and a prevailing view that even if any action is taken, nothing meaningful will change.

## 6. Numbness

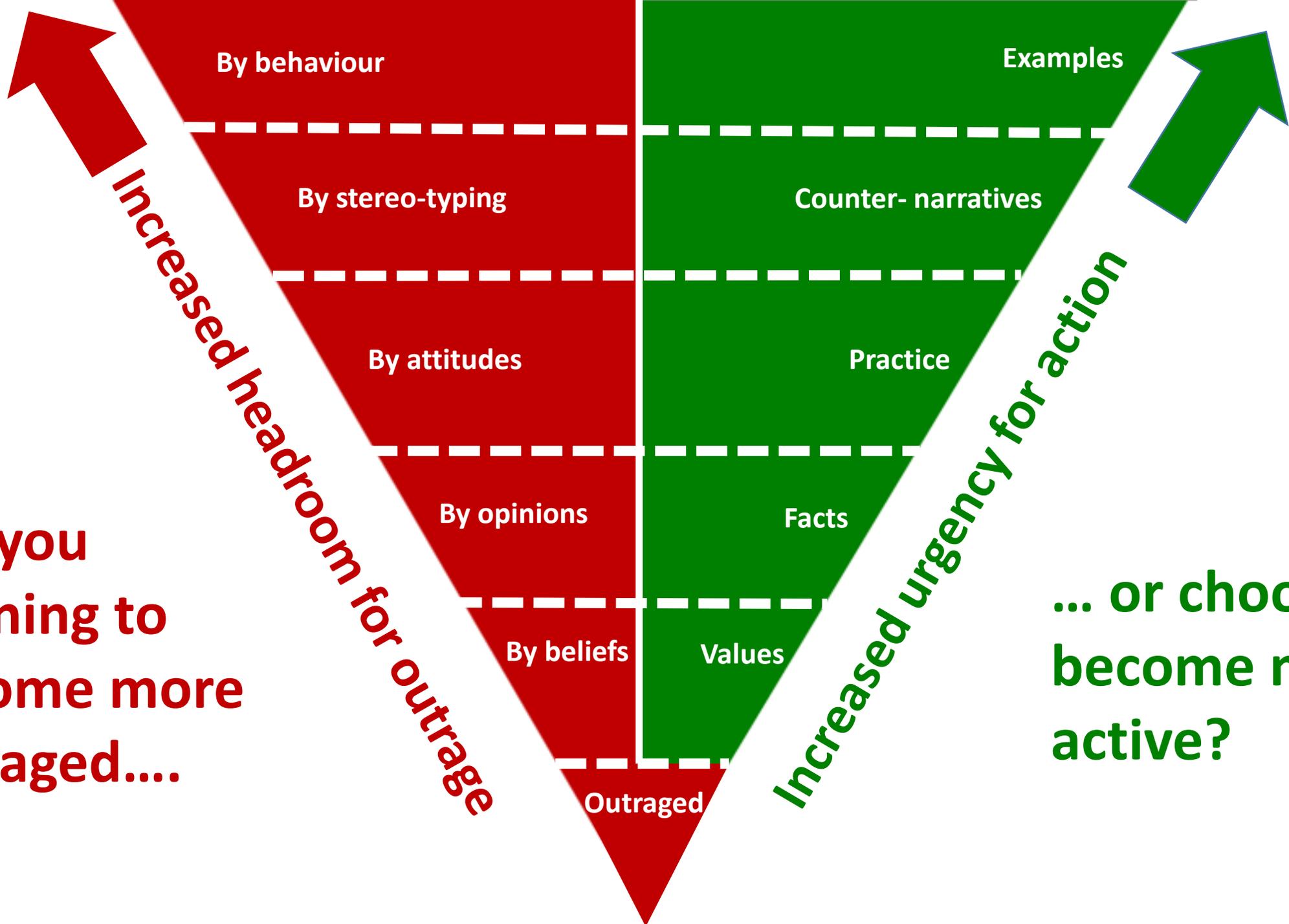
### **We cannot feel it...**

No effort is being made to respond to the data as there is no longer any acknowledgement that there is even anything wrong.

# With ethnicity and pay data, is what you are looking at, any different from what you can see?

| <b>What are you looking at?</b>    | <b>... but what can you see?</b>  |
|------------------------------------|-----------------------------------|
| <b>The descriptive perspective</b> | <b>The analytical perspective</b> |
| Disproportionality                 | Under-utilised talent             |
| Over-representation                | Disaffection                      |
| Under-representation               | Disadvantage                      |
| Uneven distribution                | Unfairness                        |
| Anomalies                          | Inequality                        |
| Correlation                        | Unconscious bias                  |
| Above the average                  | Glass ceiling                     |
| Below the average                  | Career stagnation                 |

**Are you learning to become more outraged....**



**... or choosing to become more active?**

