

Appendix I

Appendix I: The Telephone Survey of Employers

The telephone survey of employers was based on a random sample of private sector firms with over 100 employees, in the areas covered by the race relations training study: Greater London, the East and West Midlands, and West Yorkshire. The interviews, which used the schedule shown in Appendix II, lasted between five and twenty minutes. The achieved sample was 125 employers and the response rate was 66 per cent. Table A1 gives further details of the response.

The aim of the random sampling was not to generate an accurately representative sample of firms, but to ensure that inclusion of a wide range of different employers. The sample size is too small to generate numerical estimates of the extent of training in the private sector as a whole; rather, the intention is to present a general picture of the way race relations and equal opportunities training is seen in private firms, given that most of the training work that came to light in the other parts of the study is in the public and voluntary sectors.

Profile of the companies in the sample

As shown in Table A2, the manufacturing and engineering industries account for 44 companies in the survey (35 per cent), and the finance industry accounts for 29 (23 per cent). Compared with the national profile of firms of all sizes, the sample has proportionally fewer firms in the wholesale and retail sectors; this is probably a consequence of the exclusion of small firms. Over 40 per cent of the informants were in companies with 500 or more employees.

There is a wide range of employers in terms of the ethnic composition of the workforce. One in ten of the informants said that their establishment has no ethnic minority employees; but more than one in five said that their workforce is made up of at least 20 per cent ethnic minority employees.

Equal opportunities policies

We asked whether the companies have a written equal opportunities policy of any sort, and forty per cent said they have (Table A3). At the time of the survey, most of these policies had existed for over a year, but few of them had existed for more than five years. Most of the written policies are less than a page in length, and some comprise only a single sentence or paragraph; although this is a very crude measure, it does give an indication of the problem of classifying the seriousness with which employers take their equal opportunities responsibilities – a ‘policy’ is often a simple statement of the firm’s legal obligations and an exhortation to staff to abide by them.

Equal opportunities policies seem in most cases to be implemented at a managerial level rather than at board level or by junior administrative staff. In over half of the firms with a policy the person responsible for overseeing its implementation and development is a manager with other human resources responsibility – a personnel manager or training manager, or the general administrative manager. In two cases the job is done by a specifically designated equal opportunities manager. In only two cases was a director in charge.

We detected no systematic differences between regions or industrial sectors, but the presence of an equal opportunities policy does seem to be related to the size of the company: bigger companies are more likely to have them.

Reasons for having no equal opportunities policy

The majority of informants in firms without an equal opportunities policy said that they do not need one: most said that equal opportunities is just not an issue, or there is no discrimination in their company, or they are already dealing with it in practice (Table A4).

Has equal opportunities ever been raised as an issue?

Firms without an equal opportunities policy were asked whether the issues of equal opportunities, race or sex discrimination had ever been brought up for formal discussion by a staff representative, a manager or anyone else. Only eight said that such issues had been discussed (Table A5). In three of those firms the outcome of the discussions is that a policy is currently being developed.

The CRE code of practice

When asked, two thirds of the informants said they had heard of the Race Relations Code of Practice produced by the Commission for Racial Equality, and one third said that their firm had received a copy (Table A6). One fifth have looked at the Code themselves.

Ethnic record keeping

Nearly a third of informants said their companies keep ethnic records on staff or job applicants (Table A7). This proportion is surprisingly high; furthermore, it is puzzling to note that firms with equal opportunities policies were no more likely than others to say that they keep ethnic records. Perhaps there was confusion over the terms used here: in the survey we asked about 'records of the ethnic origin of employees or job applicants', without giving any additional definitions, and it is possible that a number of informants assumed that they should include any records of birthplace or nationality. Eleven per cent said (unprompted) that they keep records of nationality.

Industrial tribunals

Only two informants said that their firm had ever had to deal with an industrial tribunal case alleging race or sex discrimination (Table A8).

Recruitment methods

Recruitment methods for manual staff, counter sales staff, office staff and management staff are shown in Table A9. For all types of job, over two-thirds of firms use advertisements in the press. Other methods are used in proportions that vary by the type of job: for example, Jobcentres are used by more than two-thirds of firms for manual staff, but less frequently for white-collar staff; employment agencies, however, are used often for office staff, but infrequently for manual staff and counter sales staff. Word-of-mouth recruitment was mentioned unprompted by less than a fifth of informants, and is more important for counter sales and manual staff than for office and managerial staff.

In the lower part of the table the recruitment methods for manual, office and managerial staff are shown separately for the firms known to have equal opportunities policies and for other firms (numbers for counter sales staff are too small to split up in this way). The differences are not great, but the firms with EO policies on average

use a slightly higher number of methods for each job type, and are slightly more inclined to use the press, Jobcentres, agencies and internal recruitment than the other firms.

Training

Present training arrangements

Four basic questions were asked about the training activities of the employer in the areas of personnel management and equal opportunities: whether employees have had training in (a) recruitment and selection procedures; (b) other personnel aspects of management and administrative jobs; (c) employment laws; and (d) equal opportunities or race relations. The great majority of firms have staff trained in one or more of these areas; in fact about nine out of ten firms have staff trained in one or other of the first three areas (Table A10).

A substantial minority – one third of firms – also said they have staff who have received training regarding equal opportunities or race relations. This does not, however, mean that all of them have run specific courses for their staff on these issues; in fact very little of the activity mentioned in response to this question could be treated as race or equal opportunities training except in the most general sense. About half of them said that one or more staff had been on a course elsewhere that covered race or sex discrimination, or the relevant legislation; nearly all of these were general management, personnel management or employment law courses, and informants were fairly vague about the degree of emphasis that the training placed on equality issues (and, in some cases, about the whole affair – for example, one said she thought it was ‘likely’ that personnel officers have attended seminars that covered the issues, and another said she was not sure but ‘expected’ that it would form part of the external management training courses that staff attended). None of them said they had been on an external course specifically dealing with race equality.

Most of the others who said they have race or equal opportunities training provide it in-house, using their own trainers, and, like the external courses described above, usually provide it as part of a more general course on management or recruitment and selection. Again, none of them said that they have run a course specifically dealing with race equality. Two of the firms said that their training in the area amounted only to circulating information to staff to keep them up to date with legislation and other developments.

Training for equality

Only two employers said that outside trainers have come into the firm to run a course on race relations or equal opportunities: one had taken on an independent consultant and the other had used RREAS. Both of these firms had training sessions for managers, and one of them extended the training to supervisors. Both said they were satisfied with the training, although one of them commented that a problem with all outside trainers was that they covered some areas that their staff already knew about. Both firms have had equal opportunities policies for more than a year, although neither keeps ethnic records of employees or applicants (one of the informants, a personnel director, thought that keeping such records was racial discrimination).

Seventeen firms said they have had some contact with RREAS, and four said have had some contact with an ILT unit (Table A11). Some of the informants were a little confused about the distinctions between the CRE, RREAS and the ILTUs, despite our explanation of the differences. Of the 17 RREAS contacts, 13 said they have an equal opportunities policy.

Training needs

About 40 per cent of the informants feel that there is a need for staff training in their firm in the area of selection, recruitment and personnel; the figure is the same for training in employment law (Table A12). One third of informants feel there is a need for training in equal opportunities and race relations. Of the 80 informants who said that their company has no training in equal opportunities or race relations, 19 feel that there is a need for it (24 per cent).

Reasons for not thinking something are always hard to elicit reliably in surveys, but we did ask informants why they felt their company needs no training in equal opportunities or race relations, and the majority said they thought their present arrangements are sufficient, or that they provide equal opportunities already. These responses accord closely with the reasons that informants gave for their firm having no equal opportunities policy.

Training and equal opportunities policies

Half of the firms with equal opportunities policies had some kind of race relations or equal opportunities training, compared with less than a quarter of the rest (Table A13). Among those with a policy but no

training, two fifths said the training was needed. All of the informants who felt that there was no need for training said it was because their firms had no equal opportunities problems or their present arrangements were satisfactory.

Table A1 Details of survey: sample numbers, response rate and person interviews

	<i>numbers</i>
a. Sample drawn	211
b. Firms later rejected (too small etc.)	23
c. Actual sample (a-b)	188
d. Non-contacts	17
e. Refusals	37
f. Other non-response	11
g. Total contacts (c-d)	174
h. Refusal rate (e/g)	21%
i. TOTAL INTERVIEWS	125
j. Overall response rate (i/c)	66%
Person Interviewed	
Company Director	7
Equal Opportunities Manager	1
Personnel/Training/Office Manager	55
Other Management	15
Other Personnel Staff	23
Secretarial/Support Staff	24

Table A2 Profile of employers: region, industry, size and ethnic composition of workforce

	<i>numbers</i>
Region	
London	77
E Midlands	21
W Midlands	17
W Yorks	10
Industry	
Energy	3
Minerals	5
Engineering	13
Manufacturing	31
Construction	10
Wholesale, Retail	19
Transport, Communications	3
Finance	29
Other Services	12
Number of employees in UK	
100-199	36
200-499	36
500-999	18
1000-4999	24
5000+	7
Not known	4
Number of establishments in UK	
1-24	
25-49	
50-99	
100-499	22
500-999	5
1000-4999	6
5000+	4
Not known	
Employees of ethnic minority origin at establishment	
None	12
Under 5%	35
5-9%	16
10-19%	20
20-49%	19
50%+	9
Not known	14
TOTAL	125

Table A3 Does firm have a written equal opportunities policy of any sort?

	<i>numbers</i>
Yes	49
No	61
Don't know	15
TOTAL	125
IF YES:	
Length of written policy?	
- less than one page	35
- more than one page	3
- don't know	11
Had it for how long?	
- less than a year	5
- more than a year	29
- more than five years	7
- don't know	8
Who has responsibility for overseeing development and implementation?	
- personnel/training/admin manager	29
- personnel dept	5
- company director	2
- equal opps manager	2
- support staff	2
- consultative committee	1
- 'devolved responsibility'	1
- don't know	7
Who initiated original discussions?	
- personnel manager/personnel section	7
- other manager	3
- company director	3
- unions	3
- ACAS	1
- other external pressure	3
- don't know	29
Company size and equal opportunities policies:	
	Percentage with an EO policy
100-199 employees	24%
200-999 employees	43%
1000+ employees	55%

Table A4 Why is it that the firm has no policy or statement on equal opportunities?

	<i>numbers</i>
Not an issue	23
No discrimination	15
Already deal with it in practice	12
Employ people from varied backgrounds	5
Company too small	4
Other reason	5
Couldn't say	11
TOTAL	75

Table A5 Has the issue of equal opportunities, race or sex discrimination ever formally discussed in firm?

	<i>numbers</i>
Already have equal opps policy	49
No policy, but have discussed the issue	8
No policy, no discussion of issue	68
IF NO POLICY BUT HAVE DISCUSSED THE ISSUE	
Who brought it up?	
- personnel manager/section	2
- other manager	3
- don't know	3
Outcome	
- policy being developed	3
- don't know	5

Table A6 Knowledge of the CRE Race Relations Code of Practice

	<i>numbers</i>
Had heard of the Code of Practice	82
... and knew firm had received the Code	43
... and had looked at the Code	24
... and had read through the Code	21
TOTAL	125

Table A7 Does firm keep records of ethnic origin of employees or job applicants?

	<i>numbers</i>
Keeps ethnic records	37
Keeps records of nationality only	14
No ethnic or nationality records	71
Don't know	3
TOTAL	125

Table A8 Has firm ever had to deal with industrial Tribunal case over race or sex discrimination?

	<i>numbers</i>
Yes	2
No	113
Don't know	10
TOTAL	125

Table A9 Recruitment methods

	<i>Column percentages</i>					
	Manual staff		Counter staff		Office staff	Managerial staff
Prompted responses						
Press adverts	72		72		80	71
Jobcentre	72		41		54	44
Agency	27		21		74	60
Unprompted responses						
Word of mouth	16		21		6	7
Unsolicited	11		3		2	4
Internal	3		14		7	20
Other	10		7		5	11
Base (= all recruiting these staff grades)	88		29		123	123
(EO = firm has equal opps policy No EO = other firms)	Manual staff		Office staff		Managerial staff	
	EO	No EO	EO	No EO	EO	No EO
Prompted responses						
Press	75	71	81	77	75	69
Jobcentre	75	69	63	48	15	11
Agency	33	23	75	72	65	57
Unprompted responses						
Word of mouth	14	17	4	6	4	6
Unsolicited	11	12	4	-	6	3
Internal	8	-	13	4	25	17
Other	6	13	-	8	13	11
Average number of methods mentioned	2.2	2.1	2.4	2.2	2.0	1.7
Base (all companies recruiting these staff grades)	36	52	48	75	48	75

Table A10 Are managers and employees trained in personnel matters and equal opportunities?

	<i>numbers</i>
Yes, recruitment and selection	83
Yes, other personnel aspects	75
Yes, employment laws	78
Yes, equal opps/race relations	40
Yes, any of the above	109
TOTAL	125

Table A11 Contact with RREAS and ILTS

	<i>numbers</i>
Had contact with RREAS only	15
Had contact with ILTS only	2
Had contact with both	2
No contact with either	99
Don't know	7
TOTAL	125

Table A12 Perceived need for staff training

	<i>numbers</i>
Need selection, recruitment, personnel training	48
Need employment law training	49
Need equal opportunities and race relations training	34
TOTAL	125
Reasons for not needing eo/rr training- (only those who have no such training in their firm)	
not an issue	10
we provide equal opps	13
present arrangements OK	19
enough information/support	15
employ lots of minority group people	6
company too small	2
employ few minority people	2
can't change things	2
don't know	3
TOTAL	58

Table A13 Firms with equal opportunities policies: provision and need for race relations or equal opportunities training

	<i>numbers</i>
Provide RR or EO training	25
No RR or EO training	24
No RR or EO training, but need it	10
No RR or EO training, don't need it	14
Reasons for not needing eo/rr training - (only those who have no such training in their firm)	
not an issue	5
we provide equal opps	3
present arrangements OK	5
enough information/support	5
employ lots of minority group people	1
TOTAL	14