Currently, talent is everywhere, but opportunity is not. I hope this review and its recommendations will play some part in addressing this unavoidable truth. The recommendations are rightly focussed on disabled applicants, interviewees and, sometimes even, appointees. However, I believe that they could have general applicability and benefits for all in many situations, across public appointments and beyond.

Lord Holmes of Richmond MBE

# What's the problem?\*

**3**% of existing public appointees reported that they are disabled.

The disability status of **35**% of existing public appointees is unknown.

**6.8**% of candidates who reported that they were disabled made it from application to appointment, compared to **8.1**% those who reported they were not disabled.

# What did the review find, and what should government do about it?

# Section 1:

Data and transparency

#### Found:

- disability data collected only at application
- language and data collection form inconsistent
- varied reasons applicants reticent to share (overleaf)
- data too patchy for full transparency

## What now?

- interim target: 11.3% disabled public appointees by 2022
- one-off data collection overhaul exercise, annual stocktake and transparency measures
- central application portal

## Section 2:

Attracting and nurturing talent

#### Found:

- self-selecting group through overreliance on one website
- many disabled people feel public appointments "not for people like them"
- need to look further and harder for disabled talent

## What now?

- role models
- mentoring
- multipliers and connectors
- executive search guidance
- disability network

# Section 3:

The application process

#### Found:

- inconsistent alternative application methods
- experience, sector and seniorityfocused selection criteria
- inconsistent openness to and adjustments for disabled candidates
- mixed feedback on Guaranteed Interview Scheme and Disability Confident

#### What now?

- accessibility and openness standards for application packs
- commission pilot open recruitments
- retain Guaranteed Interview Scheme
- public bodies to achieve a Disability Confident level by summer 2019

# Section 4:

Interviews and beyond

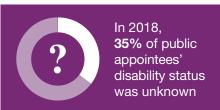
#### Found:

- one-off panel interviews can embed disadvantage for disabled people
- examples of poor adjustments and interview etiquette and feedback
- · lack of disability awareness

### What now?

- innovative pilot assessments
- · awareness and adjustments guidance
- disability awareness for panellists
- more disabled independent panellists

<sup>\*</sup> All stats 2017/18



# WHY DO APPLICANTS NOT WANT TO SHARE THIS DATA?

- To label yourself as disabled... there remains a big issue there.
- Interviewers literally run a mile once they hear the 'D' word.
- where I informed [about disability] ... I was always unsuccessful in those interviews.
- for a guaranteed interview.
- 46 I'd fill it in after the appointment.
- It's very situational. I am 'able' in some circumstances.
- [There] needs to be a far greater clarity on what the purpose is.

# WHY APPLY, OR WHY NOT APPLY?

- The challenge is reaching people who feel it's not for them.
  - 66 Didn't think I was the right type of person.39

- More role models with disability [are] needed.
- Could there be a virtual tap on the shoulder?
- as a bridge to readiness to apply.

- 44 Hearing word of mouth from someone was good.
- GClarity and ease of finding the position and the requirements is very good.

66 Opportunity to have an informal discussion with the employer was very helpful.

# **APPLICATIONS**

- ## Asking for extensive previous public appointment experience is a barrier.
- Selection criteria [is] too general.

- 66 Online application forms can be clunky."
  - 46 [Criteria] exclude those who may have the aptitude... without length of service."
- Should be made more accessible, especially for peep [sic] who have for example sensory condition."

- or telephone interview really helps.
- 44 Asking in advance if any adjustment is needed to participate is good.
- applications from disabled people welcome.
- "Brilliant ... usually there's lots of jargon ... but the packs here had the dates ... you know where you are."

## **INTERVIEWS**

- adjustments aren't what you expect them to be, this is a bit of a body blow.
- 66 Panel were quick to dismiss my disability because it wasn't obvious.39
- Fanel can be too focused on agreed questions and not explore abilities more.

8.1%

of applicants

are disabled

them about my lived experience... but there was no opportunity to do this.

7.2% of interviewees are disabled

- Mine was by telephone which was helpful.
- It was a really positive experience for me.
- 66 The process was oriented to lived experience and getting the right mix of people.33
- ff Interview process was clear and straightforward.
- I had informed them of my disability access requirements and they were all met.

## **APPOINTMENTS**

- 66 Once you've tried a few times, it's tough to keep trying.
- There's a culture of fear around what to say [to disabled people in feedback].

ff I was very

intimidated.55

full could get called to interview, do all the prep, but they never wanted to interview me anyway.

**6.9%** of appointees are disabled

- When I was offered the non-exec role
  ... it was a coup for me.

  ...
- 46 I was elated to be chosen for the committee. It's rewarding to be valued and considered equally able. 35
- 66 I find seeing the concepts come into action most rewarding.
- fel privileged to be in this position.

### **Negative**

- <sup>1</sup> All data on this page is valid for 2017/18.
- <sup>2</sup> All quotations are taken from call for evidence submissions, regional workshops, email submissions and interviews.