



Overview of the Data Fellowship

My data fellowship consisted of leading a strategic investigation into how the Enterprise Security Risk Management team at the DWP can go about rethinking the way that they recruit security and risk assurance specialists. In an employer market that is becoming much more competitive, the civil service faces acute challenges to stay attractive to applicants, and this is evidenced by the ongoing recruitment shortage that ESRM has. To help begin a process of adaptation, I pulled together various sources of recruitment data to investigate whether changing variables within a campaign such as the number of positions, whether London was offered, the application method, the grade etc. were conducive to higher success rates. Alongside this, I offered my perspectives as an outsider on the recruitment tools that the team use, including the job listing on the civil service website, a candidate pack and a recruitment video. I detailed some suggestions on how I thought that they could make these more attractive to candidates, with a focus on clarity regarding the ESRM brand identity and ensuring a focus on the candidate's perspective.

Data Analysis

I drew upon data from 26 different recruitment campaigns that ESRM have run, which had attracted over 1500 applicants. From this, I conducted a multivariate analysis in excel to deliver key insights and findings to the team that they can use to inform their recruitment strategy in the future. I presented this information in a written report alongside graphical representations of the recruitment data that I delivered to SLT, which included senior civil servants.

Alongside this work, I had many conversations with colleagues who detailed to me both their experience as recruiters and applicants, to develop an understanding of the contextual culture of recruitment in the civil service which aided in the drafting of my report.

Findings

- I recommended that going forward, the team should experiment with running different types of campaigns with a focused view to exploring the effects of changing single variables, alongside rethinking how to systematically store recruitment data to facilitate long-term strategic monitoring of their recruitment successes.
- I found a generally positive correlation between the number of applications and the number of roles offered, but a negative correlation between the number of roles offered and the average score at sift and interview, suggesting that brigaded campaigns are effective at drawing people to apply, but also potentially decrease the overall quality of applications
- I also recommended that the recruitment tools that the team use should be developed in conjunction with one another to ensure that they are complementary and cohesive, offering a candidate a solid understanding of the role, the team and what value they would be adding.

Key Skills Learnt

- Collaboration:** To gather the necessary data, as well as to understand its significance, I had to extensively collaborate with other members of ESRM to help me achieve the goals of the team
- Experimentation:** Sometimes, different ideas didn't work, and being resilient in the face of setbacks and trying new things to find success was important, and cultivating my ability to experiment was key in this
- Investigation:** Creatively delving into the task was crucial in being able to formulate a research question and develop ideas into more substantial findings, and this required me to develop my investigative skills
- Confidence:** Liaising with senior civil servants and communicating my ideas and findings really helped me to develop my confidence

relationship between the number of roles offered and total applications

