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**PROGRAMME: “NICE WORK”**

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**INTERVIEWEES:**

Duncan Haslam, a recent graduate  
Robert Myatt, the managing consultant, Kaisen  
Gwyn Rogers, business psychologist, director, Kaisen,  
Ian Florance, psychometric consultant, Kaizen  
Harriett Kimble, associate professor, College of Law, Guildford  
Nadia Akhtal, chairs the Trainee Solicitors Group  
Rob McCreath, employment partner with the solicitors, Eversheds, London  
Ben Summerskill, chief executive at the gay quality campaign, Stonewall.

**Tape Transcript by MAREE SHILLINGFORD**

Hello. More and more graduates are becoming lawyers. In fact the number of people qualifying as solicitors has shot up by nearly 50% in just ten years. But following in Ally McBeal’s footsteps is an expensive business and by the time they start work law students can expect to be knee deep in debt.

LADY: I got my student loan form through the other day. I owe about £15,500 and then coming here you’re talking another ten grand, possibly more, living expenses things like that.

LAMB: Also in the programme from December bosses who fail to respect their workers religious beliefs will find themselves on the wrong end of the

law. But what exactly is a religious belief? Druids, white witches even self-style Jedi nights may be covered by the new legislation, we'll have more on that later. First though, it's that time of year again when students all over the country take part in the job-seekers beauty parade better known as the milk round, and nowadays for most of them the search for a job involves more than a simple interview. Faced with more graduates to choose from than ever before employers are increasingly resorting to personality tests to help them sift out the most desirable candidates. Research from the recruitment company, Reed, says that three out of four job-seekers now undergo tests and assessments and some of them are being asked to do some very peculiar things indeed, from playing the piano to impersonating animals. Mike Johnson's been finding out more.

JOHNSON: Well I'm in a local bar with Duncan Haslam. He's a recent graduate and a few months ago Duncan applied for a job in sales with one of Europe's leading car manufacturers. He was asked to go to a large conference venue in Manchester. Duncan pick up the story, what happened next?

HASLAM: I arrived and there was around forty people there and we were all split into groups of five. They were asking us to perform Karaoke, there was juggling, reading out loud and drawing projections of where we saw ourselves in five years. I could see the pain in some of the people's eyes that were kind of forced to do these things, a form of torture.

JOHNSON: Weird stuff?

HASLAM: Very strange, yes.

JOHNSON: How did you feel about that?

HASLAM: Well initially I was quite perturbed because I was led to believe that it would be a formal event. However I took it on the chin and went through with it but at the end of it I did feel it was a real waste of time because we

weren't actually told anything about the job, we were given no information. So we were kind of left being a little bit dejected.

JOHNSON: You must have spoken to the other candidates while you were there. How did they feel about this?

HASLAM: Well a couple of them actually walked out during the period and then to actually conclude the day, we actually had to perform some wind-down exercises which involved line dancing.

JOHNSON: Line dancing?

HASLAM: Yea.

JOHNSON: Forty of you had to get up in the room and line dance?

HASLAM: Yea in the room and perform a line dance. On completion of that, five names were read out and then the remainder of the group were told that they hadn't actually made it through to the second interview.

JOHNSON: What were they trying to discover about you, why did they try and interview you in this way?

HASLAM: I think they were looking for somebody they could mould and somebody who would perform on request. One of the things they actually said was that all of our CVs were worthless and that they wanted to discover more about us as people through the activities that they were orchestrating.

JOHNSON: And how did you feel about not having made it through?

HASLAM: Well I was kind of quite relieved to be honest because the company that's going to treat me like this, then maybe it's not a company that I

want to work for. Whereas, if I'd been treated with respect and given a bit of an opportunity to actually tell them about me and what I was about and then I would I think have a lot more respect and walked away thinking that's a great company and that's a great brand.

LAMB: Duncan Haslam ending that report by Mike Johnson. Of course personality tests come in all shapes and sizes with line dancing and Karaoke at one end of the scale and old fashioned form filling at the other. Job-seekers are often sceptical about them but they are now the norm rather than the exception. Because recruiting and training new staff is such a time consuming and expensive business, employers use the tests not only to distinguish between similarly qualified candidates but also to identify which ones are likely to stay with the organisation for a reasonable period of time. Call Centres have a particular problem in this area. Amazingly they now employ nearly 3% of the workforce in Britain, that's nearly 800,000 people. But as Mike Johnson discovered their staff don't stay long.

JOHNSON: Well I've come to the Bristol Offices of a consultancy called Kaisen. The people who work here call themselves business psychologists. They devise psychological tests which they believe help companies recruit the right staff, companies something like Sainsbury and Marks and Spencer. Now one of the main industries this consultancy serves right now is the Call Centre industry helping companies like William Hill and Royal and Sun Alliance get their recruitment decisions right. Robert Myatt is the managing consultant here. Robert first of all, what's the issue with Call Centres, why do these companies need help with their recruitment?

MYATT: The most common problem with Call Centres is staff turnover. It's not uncommon for turnover amongst Call Centre advisers to be between 50 to 150%. So that means if you've got 500 people in your organisation, you're recruiting 600 people a year to actually keep those people in the organisation. Now the issue with turnover is it costs thousands and thousands and sometimes millions for organisations and that cost comes from not only cost in advertising or using an

agency, the time the recruiter actually spends assessing those people and then of course the vast amount of time they spend training those people and getting them up to speed so that they can actually handle calls with customers.

JOHNSON: Working in a Call Centre can be a routine, stressful and highly monitored job, so it's perhaps not surprising that many people fail to stick it out. But Robert Myatt believes that's not the point. He says, "employers are failing to recruit the right people in the first place."

MYATT: What you're looking for is someone who enjoys the certainty of having all these procedures and all these guidelines, doesn't like having lots of decisions to make which are not clearly directed. Also looking at someone who is not particularly driven or ambitious, are quite happy to come into work, do the job, follow the procedures, they're not particularly bothered about the pressures of actually trying to move up the organisation and try and become a chief executive in a few weeks time. But often you hear of Call Centres recruiting bright, energetic, extroverted individuals and of course they're a square peg in a round hole and they're not going to stay very long.

JOHNSON: That means rather than asking why people are leaving, employers need to ask why they're joining and they need to give candidates a much more honest picture of what the job will really be like, which is where Robert Myatt believes his psychological tests can help.

JOHNSON: I'm quite nervous about this but I gather that in a room upstairs you have set up some mystery equipment which you're going to use to test me?

MYATT: That's right. I thought I'd show you some of these exercises real and see whether you're up for being a Call Centre adviser.

JOHNSON: Right, let's go and have a look, shall we?

JOHNSON: Okay, we've come up to the fifth floor of your offices here in a room with a rather ominous looking TV and video screen with a laptop as well. What's going on here?

MYATT: Jo's going to be the role player. She's going to be taking the role of a customer who's going to have a query and you're going to be helping her with that query by using that computer and using the information on it.

JOHNSON: Jo, you're going to be gentle with me, you're not going to be a stroppy customer who's been through several hundred hideous phone calls, are you?

JO: No, no, I'm going to be rather anxious and I'm also going to be seeking reassurance as well.

JOHNSON: Okay, let's hope I can help you, all right let's have a go at them.

JOHNSON: My mission was to act as a customer service manager for the mythical Fortress Insurance Company.

JOHNSON: Good afternoon, Fortress Insurance, Mike speaking. How can I help you?

JO: Oh hello, yes I've just had an accident in my car. I drove into the back of someone at roundabout and I don't really know what to do.

JOHNSON: Can I just start by just asking for some details, maybe from you. What's your surname?

JOHNSON So far, so good. The customer's policy details appear on my computer screen but then things start to get a little complicated. Long silences

follow as I try to find the information I need. I bring the call to a close. Robert's got out his judgement rating form, he's starting to fill it in now. Robert tell me what you're writing here, what are you going through in your assessment?

MYATT: You were particularly good on greeting the customer and also empathising with their situation, realising that she'd had an accident and needed some help.

JOHNSON: That's the good news, I can feel some bad news impending.

MYATT: One thing to exercise measures is your ability to multi-task. When you were looking for the information on the customers there was a very clear silence and I can imagine the customer at the other end of the phone thinking what's happening, what's...

JOHNSON: Where have they gone?

MYATT: Exactly, or you were talking and not typing or you were typing and not talking.

JOHNSON: Robert's next test was designed to discover if I was really motivated to earn my living in a Call Centre.

MYATT: What I'm going to do is play you a video of a person describing a typical day in the job. When the video is finished, I'll ask you some questions about what the person in the video said.

JOHNSON: Simple as that?

MYATT: Yea simple as that.

JOHNSON: Okay, let's have a look.

VIDEO TAPE: "The shift I'm currently working starts at 8 in the morning and finishes at 4.30 in the afternoon. During that time I get two fifteen minute breaks and an hour for lunch."

MYATT: Okay Mike, you've seen the video there. What do you think you'd enjoy about the job?

JOHNSON: I think I'd enjoy the drama of the job when she was talking about how customers ring up in a pretty pickle basically and you've got to try to help them out of that, I think that quite appeals to me.

MYATT: And what about the other side of things, things that you heard about that you think you'd not enjoy so much?

JOHNSON: I guess it's the structure of the job, the way the job is, logging in, logging out. It doesn't seem a lot of freedom and it does seem that there are very strict rules about what you do and how you do it. I await Robert's verdict with some apprehension. Bad news isn't it?

MYATT: That's right. Based on your performance there, I don't think you'd actually get through to a recruitment process, I'm sorry, you aren't a good fit for this type of work. You're not going to enjoy doing more routine aspects of the job.

JOHNSON: Okay, so the message to me is don't give up the day job.

MYATT: I think, yea you're probably suited to what you're doing more than you are to Call Centre work.

LAMB: Robert Myatt ending that report. Now business psychologist, Gwyn Rogers who's a director with Kaisen, the testing organisation featured in that

report, and Ian Florence is the psychometric consultant. Gwyn, how effective are these tests, have you actually found that Call Centres who do recruit staff using these sort of personality tests find that they stay longer?

ROGERS: Yes, they're very effective. I think as Robert was saying, you know, turnover in Call Centres can typically be between 50 and 150%. Using these approaches we've been managing to bring them down to something like 14%. So it's a real hard commercial measure. I think the other thing that you find is that you get a spin-off in terms of the organisation trying to get the people piece right so that people feel good and want to work for an organisation that is taking this situation so seriously.

LAMB: Now obviously Mike played fair when he did the test and he answered the questions honestly, but he did say to me that he felt it would have been quite easy to fudge them, to cheat.

ROGERS: Well it's funny you should say that because I think generally as psychologists we would argue that people like telling the truth, they don't like to be in situations where they have to represent themselves in the wrong way and therefore what we're really seeking to do here is give people the opportunity to demonstrate what they're really like. I think it might have been quite hard for Mike to fake because he was actually being asked to do part of the job, rather than being interviewed and asked how he thought he would perform in the job. So it's a much clearer predictor of how he's going to perform.

LAMB: Ian Florence, what's your feeling about the rather more extreme test, the Karaoke, asking people what sort of fish they'd like to be, this sort of thing? Is there really any benefit in doing those at all?

FLORANCE: Well any test is only good depending on what you actually want out of it. So I suppose if they were looking for Karaoke singers of fish they would be a good test. My problem about those things is (a) do they generalise, is

singing Karaoke the same as working in a particular work environment? Secondly, I think they don't treat the test candidate in the right way, it doesn't give a good impression of the company.

LAMB: Well that's it because Duncan Haslam said that various people walked out of that Karaoke test and really you can't blame them can you, because they just didn't know what was going on.

FLORANCE: No and that's a very extreme version. But even I've known people who were taken on outward bound courses or were asked to go on outward bound courses as part of the development of selection who refused to go because they said, "I run a company, it's in an office, I'm trained to motivate maybe fifty people. That is quite different from building a balsa wood raft somewhere in the Lake District." So it's the extrapolation across from one to the other that is the problem.

LAMB: Why do employers like these rather more colourful ones so much?

FLORANCE: I'm sure there are some benefits in terms of team building, in terms of putting people through things together as a selection process. I'm extremely dubious about them. I'm sure there's a bonding element in it.

LAMB: What about perhaps tests that are slightly more effective? I know that graphology is very popular with continental employers.

FLORANCE: Yes graphology is used in France, it's actually used by some companies in the UK and there is some evidence that handwriting does say something about what you're like but there's much more evidence that it's useful in France because people are taught a very set style of handwriting in France which they're not in the UK.

LAMB: So you can compare like with like?

FLORANCE: Yea and differences mean more. But, to be honest, all the research evidence there is suggests that graphology is a very very bad predictor of work performance.

LAMB: So is there a case for saying that actually employers would be better off spending their money on training their managers to do good face-to-face interviews and forgetting about these tests altogether?

FLORANCE: No, and I think there are two key messages I want to put across. We tend to talk about these tests and interviews as being to the benefit of the company but they also ought to be of benefit taking them. If you get a bad job it's a bad situation and I think we've all had that experience, or a lot of us have.

LAMB: Absolutely.

FLORANCE: And so therefore it ought to be a two-way thing, it's not something done to somebody it's to do things with each other. The second point is that no one technique can give you all the information you want. If you have a partner and you've lived with them for ten years, you still don't know the full insight into their personality. So on the whole, it is always best to use two or three techniques. Testing on its own cannot give you a full picture of a human being. Interviewing with testing will give you a lot of information. Interviewing on its own is actually very unreliable. If I interviewed you today and interviewed you in three days time, I would probably come up with a very different view of you. If I use tests at the same time, I would be able to gauge why that difference had taken place and look at the underlying personality characteristics in them.

LAMB: Okay, you've made a convincing case I think. Ian Florance and Gwynn Rogers, thanks very much indeed. You're listening to Radio 4, this is "Nice Work" and I'm Philippa Lamb. The number of people qualifying as

solicitors has shot up by nearly 50% in the past decade and more than 6,500 graduates completed their training contracts or articles, as they used to be known, last year alone but qualifying as a solicitor is an expensive business and even if you take the most direct route, you're still likely to end up with a far bigger student debt than any of your college contemporaries. That's because would-be lawyers have to complete a legal practice course on top of their degree before they can start work and that can set them back up to £15,000 a year including living expenses. So what is the big attraction. Kirsten Lass has been to Guildford to find out.

LASS: Here at the College of Law in Guildford it's open day and over 300 under-graduates from all over the country have come to look round before deciding to apply for a place on the legal practice course, or the LPC as it's called. I'm with associate professor, Harriett Kimble. Harriett, what do you think most students want out of a career in the law?

KIMBLE: Many of them are looking at it as a financial security because it is quite well paid but of course it's a slight misconception because actually the really good salaries are only doled out by the very large firms and in fact solicitors in country firms earn really quite a modest amount.

LASS: So what proportion of students will go on to earn quite large bucks, for example, in the City?

KIMBLE: Well I would say it's not more than 15% and probably less.

LASS: How do you feel that the students cope with debt in terms of their expectations of the kind of salaries they'll be earning?

KIMBLE: Most of them would come in with a debt of up to £10,000 and sometimes £15,000 and then of course they've got the cost of living in this area and indeed in any other area where they're seeking an LPC course and the fees of that course. I think we notice a very big difference of those students that come in here

with a training contract already fixed up, particularly if that's in a firm where they are being financed. They're able to concentrate much better on the course and get on with getting the best possible grades. Unfortunately, those that come in without training contracts are inevitably worried. They've already incurred debt from their university backgrounds, they're going to incur more over the period of one or perhaps two years with us here. But obviously when they get a training contract, and I have to say that many of them do, their relief is absolutely palpable and you can understand it.

LASS:                    If even the college staff acknowledge the increasing role that debts playing in the life of their students, how worried are the would-be lawyers here today?

LADY:                    I got my student loan form through the other day. I owe about £15,500 now and then coming here you're talking another ten grand, possibly more, living expenses, things like that so...

LASS:                    Bearing that in mind, why's it worth doing law?

LADY:                    I'm not entirely sure.

MAN:                    A huge concern is going to be the debt. Lucky I have managed to obtain a training contract with a small provincial firm who are happy to pay a small amount of it, but obviously the rest of the money is obviously still quite a significant amount and I probably will end up having to borrow some money from parents or from a bank.

LADY:                    I've been saving up for my future study group because I knew I wanted to be a lawyer before I took my 'A' levels, so I knew that a lot of money was involved. So it's just basically working part-time and saving up and not spending too much.

LASS: Have you got a training contract secured yet?

LADY: No I haven't unfortunately.

LASS: How does that make you feel?

LADY: A bit scared really, especially after today. I seem more aware of the competition and everything and I'm quite worried about it actually.

LAMB: Well with me I have Nadia Akhtar who chairs the trainee solicitors group. Nadia, most of these students are leaving college with debts of between £15,000 and £30,000, it's a lot of money. This issue of getting a training contract is very key to them, isn't it, to paying those debts off?

AKHTAR: It is yes absolutely. Firstly, can I just thank you for inviting me on the programme. We are seeing increased numbers of students joining legal courses and certainly the levels of debt that we're seeing are rising. Research that we carried out as an organisation representing the interests of students and training solicitors and junior para-legals last year showed that upon qualification students would generally have between £15,000 to £30,000 worth of debt and that very much differs depending on obviously where you've studied.

LAMB: Do they all get a training contract? Presumably they don't because there's so many of them now?

AKHTAR: Well I think what we're seeing is, generally speaking, there are sufficient numbers of training contracts available for people and I think last year the Law Society actually registered around 5,500 training contracts and there are sufficient to go round. What you do get is there are some students that won't be successful and they will find themselves falling into next year's pool. So there is something of an overspill for sure.

LAMB: And is there a bit of an expectation gap because as we were hearing, the big London firms, the so-called magic-circle firms, only take about 15% of these graduates.

AKHTAR: That's right yes.

LAMB: And presumably a lot of them actually come through thinking well it's going to be me and of course it isn't.

AKHTAR: I think there are some students that certainly would have expectations of that but I think, as we've heard, the kind of students that would secure training contracts with the larger firms are very much in the minority. Generally speaking most firms won't pay for legal education studies, maintenance grants and the firms that will, will be the very much larger firms usually based in the City or larger regional practices.

LAMB: What are the implications of these big debts for smaller firms, because it strikes me when students leave with debts that big, what they really have to focus on is getting a very high-paying job, perhaps regardless of all other considerations, they need a big salary.

AKHTAR: That's right. I think what we're seeing is students are much more commercially focused now in that they are realising that once they qualify they do need to be repaying their debt and so they are looking more towards the larger firms. To some degree it has meant that there's been a slow down in terms of recruitment amongst the legal aid practices which, in particular, has resulted in a series of problems in terms of people actually being available to carry out that kind of work. It is having a knock-on effect on publicly serviced legally-funded work.

LAMB: Is there a danger also that the prospect of these big debts is going to put off perhaps applicants from lower income families, they're just not going to like the prospect of being that much in debt?

AKHTAR: I think it certainly may do. I know there's been lots of research into this recently, certainly the Law Society's carried out some research which would suggest that those from less privileged backgrounds might be less willing to incur this kind of debt.

LAMB: This is bad news, isn't it, because we need a diverse pool of lawyers and it sounds as if it's going to narrow.

AKHTAR: Well I think that's right. I think what we are seeing, and we must remember there are more women entering the profession for the first time than men ever before, certainly large numbers of ethnic minority students entering.

LAMB: But are they all middle-class women?

AKHTAR: Well I think that's very difficult to say. I think obviously there are concerns, there are a number of different schemes there in the pipeline. The Law Society's recently launched a diversity access scheme, there are a number of bursaries awards. So yes, there is scope for people who are interested in a career in the law but they do very much need to be aware that it is going to be difficult, they are going to face debt when they qualify and I think that's a fact of life they have to now be prepared for.

LAMB: Nadia Akhtar, thanks very much indeed. Staying with legal matters from next month employers will have a duty to respect the religious beliefs and the sexual orientation of their staff. This is also part of a raft of laws to do away with discrimination and harassment in the workplace. We're already protected from mis-treatment on the grounds of our sex, race or any disability and in 2,006 ageism will also become unlawful. But how will the new rules about faith and sexual orientation work? With me to discuss that I'm joined by Rob McCreath who's an employment partner with the solicitors, Eversheds in London, and Ben Sumerskill who's chief executive at the gay quality campaign, Stonewall. Rob, let's make a

start with this discrimination on the grounds of religious belief first. What new rights is that going to give to staff?

McCREATH: Essentially it's going to give employees the right not to be discriminated against, either directly or indirectly on the grounds of their religion, religious belief or similar philosophical belief.

LAMB: Now what exactly does this mean?

McCREATH: Well that is where the main nub of the problem lies because nobody really knows what it means.

LAMB: So I could be a white witch or a druid or a pagan and claim that I need particular days off work or a particular food in the canteen and my employer might have to consider that request?

McCREATH: Well we're going to see claims of that sort I'm afraid which is rather bad news for employers obviously. There are some religions which are quite obviously religions and accepted as such but there are some such as those that you've mentioned on the fringes and the employment tribunals are going to have the job of sorting out what is a religion or similar belief and what isn't. There are some guidelines that have been issued by ACAS which are helpful.

LAMB: The Conciliation Service?

McCREATH: Yes and they've listed some factors which might be taken into account such as a system of collective worship or a profound belief affecting way of life or your view of the world.

LAMB: But it's pretty broad brush isn't it?

McCREATH: It is still pretty broad brush, so there's still a lot of work to be done by the employment tribunals.

LAMB: Ben Sumerskill, what about the new law to do away with discrimination on the grounds of sexual orientation?

SUMERSKILL: Well these regulations are in some senses slightly clearer I think than those on religion and to many sense reflect the picture on race and sex. I think a key elephant trap for employers is that it won't be a defence for an employer to say they didn't realise that any of their staff were gay.

LAMB: Now this is interesting, isn't it, because it strikes me that employers will have to be more intrusive into the lives of their staff if they're not to trip up over this legislation.

SUMERSKILL: Well you say they may to be more intrusive. I think more progressive employers say they may have to be more respectful and at Stonewall we already work with 60 or 70 major employers employing about 3 million people around the country, including companies such as Barclays and BT, who are light years ahead of many other companies in this respect and I don't think they would regard their approach, and we certainly don't, and neither do their gay staff, as intrusive. If you create a workplace where people are respected, regardless of their sexual orientation, you don't actually need to be intrusive.

LAMB: So what are the practical benefits going to be then for gay staff?

SUMERSKILL: Oh, the practical benefits are very simple. I mean the most recent research Stonewalls carried out which was in Wales over the summer, found that one in four lesbians, gay men and bi-sexuals in Wales had at some point left employment because of prejudice about their sexuality. I mean this is going to be a transformative set of regulations for millions of people.

LAMB: Presumably it's also going to bring about improvements in the area of benefits, perhaps partner benefits at work, that sort of thing, pensions?

SUMERSKILL: Oh that will certainly happen. It will be very very difficult for employers to substantiate discrimination between unmarried heterosexuals and unmarried lesbian and gay couples. Of course the introduction of civil partnership, if it comes within the next year or so as is expected, will also transform that position too.

LAMB: Rob, there is what I might term an "opt out" of this sexual orientation legislation, isn't there, on the grounds of something called genuine occupational requirement, which essentially means that certain employers may still be able to discriminate on the grounds of sexual orientation. How will that work?

McCREATH: Yes it's only going to apply where the employer is a body which does have a basis for it. Not every employer is going to be able to opt out in that sense.

LAMB: So this might be what, faith schools, things like that?

McCREATH: That sort of thing. I see Ben is shaking his head.

SUMERSKILL: No I'm shaking my head vigorously, but let's hear from the lawyer first.

McCREATH: Okay. Where there is that sort of ethos attached to an employer's operation and they can say that there's a genuine and determining requirement to have somebody of a particular faith. So a faith school, for example, might say that that applies to a teacher and it would be regarded as proportionate to apply that requirement, then the employer will have a defence.

LAMB: This is technical stuff, isn't it? Ben you are shaking your head.

SUMERSKILL: No I am shaking my head. I mean certainly the minister, when the matter came before the House of Lords, made clear that he believed this sort of exemption rather than "opt out" would apply to a set of people as limited as the secretary to the Archbishop's Council in the Church of England. But I think there will be a very strong argument, certainly there are many lawyers who take the view also that it simply won't be good enough in a faith school to say we don't like homosexuals. The issue, the genuine occupational requirement, will apply to the occupation that's being prosecuted. So a geography teacher, it will not be possible to claim that a geography teacher needs to be heterosexual. The issue will be what they know about geography which, is, as far as I can see in schools, is exactly as it should be.

McCREATH: I think that will be precisely the battle ground and again I'm afraid we're going to have test cases on that.

LAMB: A lot of cases in tribunals.

SUMERSKILL: There'll be lots of jobs for lots of lawyers.

LAMB: It sounds very much as if that's going to be the case.  
Ben Sumerskill of Stonewall, Robert McCreath of Eversheds, thanks very much indeed.

LAMB: That's it for today. If you'd like to know more about anything you've heard call the BBC Action Line. Here's the number, it's 0800 044 044. We will be back at the same time next week when we'll be looking at new proposals to give Church of England Clergy employment rights for the first time. We will also be investigating the best way to get a pay rise. So don't miss that, join me then.

