

SOCA EQUALITY SCHEME PROGRESS REPORT 2007/2008

Incorporating race, gender, disability, age, religion or belief, sexual orientation and working patterns

SOCA
SERIOUS ORGANISED CRIME AGENCY



SOCA will treat everyone with respect and dignity, recognising their individual differences, and provide a positive environment in which everyone feels valued, and where individual differences in age, disability, gender (including transgender), marital or parental status, race or ethnicity, religion or belief, sexual orientation and work style are fully utilised to best meet organisational need.

Contents

- 1. Introduction**
- 2. Overview**
- 3. Year two action plan and progress**
- 4. Year two additional achievements**
- 5. Year two employment data executive summary**

Appendix A: Employment data graphs and tables

1. Introduction

The Serious Organised Crime Agency (SOCA) published its single equality scheme (SES) in February 2007.

This document sets out SOCA's second annual progress reports on gender, race, disability, age, sexual orientation, religion and belief and working patterns and is for year two of the SES, beginning April 2007 to the end of March 2008.

We begin with an overview of the work brought forward from year one and work commenced in year two, looking at where we have made real progress and where the biggest challenges remain.

2. Overview

Efforts in year two of the SES were directed at consolidating and establishing the various practices and initiatives set up in year one, while also implementing new initiatives for further work.

In year two, the frameworks of the SES working and steering group were fully established and regular meetings held.

SOCA now has five staff groups in place to support our staff. These groups are well established and meet regularly. They make valuable and effective contributions to all areas of SOCA business, including operational work, policies and procedures as well as to various initiatives throughout the organisation.

Work started on an anti-bullying campaign, which is due to be rolled out to the organisation in 2008.

The monitoring data collected this year provides context to the data from last year; it is expected that further projects and initiatives will arise through this work continuing on to year three.

3. Year Two Action Plan and Progress

The inclusion, diversity and equality strategy for SOCA works towards the five following strategic inclusion goals:

1. Create a workforce that reflects society
2. Create a SOCA culture
3. Set standards beyond compliance
4. Embed inclusion, diversity and equality into all we do
5. Create a culture that is inclusive, respectful and trusting

The strategy for year two set out the following plan for SOCA's second year in business.

1. Fully embed the SES and ensure that the principles for equality are incorporated into all aspects of SOCA operation and delivery

To monitor progress against the SES, and create and implement action plans, SOCA put in place a SES working group who meet quarterly to discuss current issues and action plans. The group comprises key stakeholders from business areas, a trade union representative, diversity representatives, a representative from each of the staff groups and members of the inclusion, diversity and equality team. Action points raised are continuously monitored and reviewed. The group report on progress to the SES steering group.

The SES steering group meet bi-annually and are responsible for reviewing progress on action plans and ensuring the work of the working group remains on track. The group comprises deputy directors, each representing their business area, the head of the inclusion, diversity and equality team, the chairperson of the SES working group and a trade union representative.

Work is nearing completion on the implementation of action plans throughout the business. Publication of these plans will be subject to SOCA security protocols.

2. Hold an equal pay audit

This has been delayed and will take place in 2009.

3. Set up and monitor the confidential diversity email and telephone line.

This has been set up for confidential issues and queries by staff and is managed by the inclusion, diversity and equality team. This is used for consultation on the SES and will be used as an alternative means of reporting bullying and harassment upon the commencement of the anti-bullying campaign.

4. Get involved in various benchmarking projects

SOCA undertook the Employers' Forum on Disability (EFD) benchmarking exercise in April 2007. This was completed in consultation with the Disability Networking and Advisory Group (DNAG), SOCA's disabled staff network. Our overall average score was forty per cent (40%) compared to a sixty per cent (60%) average in the public sector and a fifty eight per cent (58%) average in the law enforcement sector. The report made various recommendations for action. In response to the report, DNAG drew up an action plan to achieve some of the recommendations.

In year two SOCA undertook a benchmarking exercise regarding sexual orientation in conjunction with Stonewall. Our results were sixty one per cent (61%), an average result. The inclusion, diversity and equality team will be working with SONAR, the lesbian, gay and bisexual staff network in year three to complete an action plan.

5. Fully develop and establish the Strategic Inclusion Forum (SIF)

The SIF meet on a quarterly basis to review progress made against the inclusion strategy and to discuss at a strategic level concerns and issues arising that may have an impact on either staff or the organisation. Membership of the forum comprises the director general, two executive directors, one non-executive director, the deputy director of human resources, an occupational health officer, a trade union representative, the head of the inclusion, diversity and equality team and representatives from staff groups.

6. Anti bullying campaign

SOCA is committed to establishing and maintaining a working environment free from bullying, harassment and victimisation, where staff have the confidence to challenge this type of behaviour without fear of victimisation.

The anti bullying campaign will help to maintain an inclusive working environment where staff are treated with respect and dignity. It will raise awareness of the different forms of harassment and bullying in the workplace, and highlight the detrimental effects these behaviours can have on both individuals and the organisation. It will also describe how SOCA will manage reports of these behaviours.

The campaign is managed by the inclusion, diversity and equality team with assistance from a number of staff across SOCA working on a volunteer basis.

The campaign has assisted with the drafting of the anti harassment, bullying and victimisation policy, now published on the SOCA intranet. A number of anti bullying advisors and investigators have been recruited from within the organisation and their training has commenced.

The campaign will be rolled out across the organisation over a period of 12 months from 2008 to 2009. The message will be delivered in a number of ways, presentations to staff, through one-to-one discussions, through the intranet, leaflets, posters and in other forms of communication.

A more detailed review of this campaign will be available in the 2008/2009 SES progress report.

7. Staff groups

The staff groups continued to meet regularly and take on various initiatives in the business. All the staff groups now comment on all new policies and procedures. Staff groups have provided much useful advice to both operations in the course of SOCA business, and to staff on a personal basis. Aims, objectives and action plans have been written and further plans include boosting membership and raising awareness.

8. Impact assessment

All new draft policies and procedures are now extensively consulted upon throughout the business including the staff groups and the inclusion, diversity and equality team. The central policy co-ordination Unit has also trained policy writers this year on equality issues.

9. Secondments

The inclusion, diversity and equality team continued to have a rolling programme of secondments into the team in year two from throughout the business. This is a developmental opportunity for staff throughout SOCA and adds value to the team. Secondments have been very successful; one current secondee into the team is project-managing the anti-bullying campaign. This is set to continue into year three.

10. Coaching/training in leadership

Throughout year two of the single equality scheme the inclusion, diversity and equality team have been in close consultation with the training department to create and implement leadership training and coaching. Diversity training was incorporated into induction training this year for new staff and e-learning opportunities (as part of a blended approach) are now being exploited. Further detail on the leadership training and coaching will be available in the 2008/2009 progress report.

11. Accessing the different areas of the business

Members of the inclusion, diversity and equality team have been meeting with other areas of the business, both to promote awareness of diversity issues and to gain knowledge and insight of further issues that may impact on the business. This is set to continue into year three.

12. Diversity week

Plans were mooted this year for a diversity week, which has now been put back until a later date due to resource issues. The week is planned to incorporate:

- a sporting event
- awards
- diversity-themed events e.g. themed lunch etc.
- educational events – lunch talks, stalls in foyers etc.
- a conference for all Diversity Representatives and members of Staff Groups with invited guests and inspirational speakers.

13. Monitoring

The monitoring work has been ongoing. Data from this year has been compared to data from the previous year, to add context and spot any trends. The executive summary of the analysis starts on page 8, while further detail, charts and graphs are available in Appendix A.

SOCA has a small number of staff in Northern Ireland and the workforce will be increasing with the merger between SOCA and the Asset Recovery Agency (ARA) and new business based in Northern Ireland. Arrangements are currently underway to monitor political opinion in accordance with the additional requirements under the Northern Ireland Act 1998.

4. Year One Additional Achievements

Reasonable Adjustment Policy

Due to the 'Disability Confident' benchmarking SOCA underwent in year one it was recommended that SOCA have a reasonable adjustment policy to ensure we were fully meeting our obligations towards staff with disabilities. This is now published on the intranet.

Line Manager's Guide

The inclusion, diversity and equality team commissioned a Line Manager's Guide from the Employers' Forum on Disability, now published on the SOCA intranet. Although it is a line manager guide, it provides advice and guidance to all staff. This guide makes it easier for staff to:

- be confident when managing disabled colleagues
- treat disabled colleagues fairly
- recognise when someone might have a disability
- be aware of potential barriers faced by disabled people
- identify how work could be done differently to maximise the potential of disabled staff – called making 'reasonable adjustments'
- decide if an adjustment is reasonable
- make sure disabled colleagues are not discriminated against

Recruitment

The inclusion, diversity and equality team have continued to work closely with the central resourcing unit this year and arrangements are underway to become accredited under the Two Ticks scheme. The awarding of the Two Ticks mark is recognition by Jobcentre Plus of employers who have agreed to take action to meet five commitments regarding the employment, retention, training and career development of disabled employees.

Work experience

The inclusion, diversity and equality team recruited a disabled individual new to the work environment for work experience into their team. This individual worked for SOCA for four weeks on various initiatives. This benefited the team and the wider organisation in raising awareness of disability issues, whilst providing valuable work experience for the individual.

Relationships

SOCA staff, Board members and members of the inclusion, diversity and equality team attended various conferences and training events hosted by forums and associations throughout year two gaining valuable information and networking opportunities. In addition, a member of staff from SOCA was seconded into the Employers' Forum on Disability in this year, becoming the law enforcement liaison within the Forum. This will ensure best practice is disseminated and the inclusion, diversity and equality team, as well as the DNAG remain in close contact.

5. Year Two Employment Data

Notes and Caveats

Overall, the known data on staff has increased this year - we know more this year than last year. In some cases though, particularly regarding religion and belief, disability status and sexual orientation data, detail is **very limited**. This can lead to skewed results where data may not be reflective of the actual situation. **The following is based on available incomplete data.**

Where figures for ethnicity, disability, sexual orientation and religion or belief are referred to, the percentages only take into account those **who have asserted a choice** in those fields (i.e. it excludes those who chose 'prefer not to say' or where the data is unknown).

In most cases detail on staff in respect of full and part time workers has been included for the first time, therefore there is no comparison data available.

Executive summary

All establishment data, unless indicated otherwise, is taken as at April 2008. There were four thousand and fifty-three (4053) employees in SOCA as at April 2008, including the chair, director general, non-executive directors, directors, deputy directors (hereafter referred to as senior directorate) and staff at SOCA grades 1 through 6.

Full details and statistics are included at Appendix A.

Establishment

Based on the available data, in terms of the establishment, SOCA has made some inroads on increasing the diversity of representation within the organisation. However, some statistics indicate there may be areas in which SOCA may wish to increase representation, particularly in management (staff at grade 4 and above).

More women are employed by SOCA and are increasingly represented in management, and there is an increased representation of disabled staff in management grades.

The proportion of staff from an ethnic background other than White within SOCA has very slightly increased, however their representation in management grades has not changed. The representation of staff who identify as lesbian, gay or bisexual has not changed from last year, and their representation in management grades has decreased slightly. The representation of part time staff throughout the organisation has decreased, and a lower proportion of males work part time this year compared to last year. In addition, a larger proportion of staff in officer grades work part time compared to those in management grades.

Recruitment

The following summary relates only to those applications that had clearly defined outcomes on ResourceLink, eighty-seven per cent (87%) of all applications.

Internal

There are mixed results for the statistics on internal recruitment this year.

There appears to be no inequality for female staff; male staff are continuing to have a lower success rate than female staff, while lesbian, gay and bisexual staff continue to be more successful throughout the application process than heterosexual staff. Staff from ethnic backgrounds other than White are increasingly applying and succeeding in the application process; Black staff were the most likely to succeed in the application process compared to staff from all other ethnic backgrounds.

Staff of a Chinese or Other background are less likely to succeed in the application process than staff of other ethnic backgrounds, while disabled staff were less likely to succeed this year than last year, with a lower than average success rate; non-disabled staff were more likely to succeed. Staff aged 18-34 were significantly more likely than staff of other age groups to succeed, while staff aged 50-79 were less likely to succeed than all other age groups.

External

The statistics for external recruitment this year for the most part shows a markedly improved picture on last year.

There were more female applicants this year, who were slightly more likely to succeed in the application process than male applicants. There were more applicants from an ethnic background other than White, and most success rates improved. The success rate for disabled applicants rose markedly this year, and became more likely to succeed than applicants who were not disabled. There were more lesbian, gay and bisexual applicants, and their success rate increased markedly; last year no lesbian, gay or bisexual applicants were successful. Christian, Muslim and Sikh applicants were more likely to succeed than applicants of other religions or beliefs - this differs from the results of the internal applications, where Muslim and Sikh applicants were less likely to succeed than others. Again, the reasons for this are unclear.

White applicants and those of a Mixed ethnicity were most likely to succeed, while the success rate of Black applicants declined this year. Applicants aged 18-34 continued to be more successful than applicants of other age groups.

Appraisal

(Note: the ratings for the appraisal system are changed this year from last year. For this reason, comparison is not made with the data from 2006-2007)

Staff received one of three ratings this year, Excellent, Good or Underperforming.

There were no differences in the distribution of Underperforming ratings for male and female staff. Female staff were however more likely to receive an Excellent rating. There were no differences in the distribution of Excellent ratings for disabled and non-disabled staff and no disabled staff received an Underperforming rating. No lesbian, gay or bisexual staff received an Underperforming rating. There were no differences between the distribution of Underperforming ratings for part time and full time staff.

No lesbian, gay or bisexual staff received an Excellent rating, where well over one in ten heterosexual staff received an Excellent rating. White staff were more likely to receive an Excellent rating compared to staff of other ethnicities, while Black staff were more likely to receive an Underperforming rating than staff of other ethnicities. Muslim staff were more likely to receive an Underperforming rating than staff of other religions or beliefs. Part time staff were less likely to receive an Excellent rating than full time staff.

Training

Attendance at internal training courses

The distribution of training attendance appears proportionate across ethnicity, sexual orientation and religion and belief categories. Male staff continued to undertake disproportionately more training than female staff, however the gap has narrowed slightly this year. The take up of training by staff aged 50-79 remains disproportionately low, however, again, the gap has narrowed this year.

The proportion of disabled staff taking up training remains unchanged from last year and is slightly lower than would be expected considering their overall strength in the organisation. In addition, there were fewer part time staff attending training than would be expected.

Applied for funding for professional courses

There were one hundred and twenty-two (122) applications for funding for professional courses, funding was granted for eighty per cent (80%) of applications. As the numbers are small, and much diversity data is missing, it is not feasible to draw meaningful conclusions in relation to diversity trends.

There is no inequality apparent across disability status, age or religion of belief categories. Female staff continue to have a higher success rate than that of male staff; however, the difference between the two rates has decreased this year. Staff of an ethnic background other than White remain slightly more likely to apply for such funding than White staff, and are equally likely to be successful. A proportion of lesbian, gay and bisexual staff applied this year for funding, and were more likely to be successful than heterosexual staff; last year none applied.

Grievance

One hundred and forty-five (145) staff submitted grievances during the year, up from one hundred and twenty-one (121) last year. As the numbers of cases are relatively small and much diversity data is missing, it is not feasible to draw any meaningful conclusions in relation to diversity trends.

Male staff remain more likely to submit a grievance than female staff and the gap has widened. Staff from an ethnic background other than White were less likely to submit a grievance than White staff, while a higher proportion of disabled staff submitted a grievance than would be expected considering their overall strength within the organisation; last year no disabled staff submitted a grievance. Staff aged 35-49 continue to submit the highest proportion of grievances. No lesbian, gay or bisexual staff submitted a grievance, while fewer part time staff than would be expected considering their proportion within the organisation submitted a grievance.

Disciplinary

Eighty-two (82) staff were in receipt of internal misconduct allegations this year while twenty-seven (27) staff received public complaints.

As the numbers of cases are small and much diversity data is missing, it is not feasible to draw any meaningful conclusions in relation to diversity trends.

Retention

During the course of the year, three hundred and twelve (312) staff left the organisation, up on one hundred and eighty-three (183) last year. Of these leavers, just under two thirds resigned, increased from just over half last year. There remains a very high level of unknown diversity data and it is not feasible to draw meaningful conclusions.

All leavers (including staff who resigned)

Female staff are increasingly less likely to leave the organisation than male staff; while staff aged 35-49 are less likely to leave than staff of other age groups. The proportions of leavers who are disabled, or of ethnic backgrounds other than White, or part time, reflect their overall proportions within the organisation. The proportions of leavers who are lesbian, gay or bisexual have decreased this year, but remain slightly more likely to leave the organisation than heterosexual staff.

Resigned leavers only

Female staff were equally likely to resign as male staff, while lesbian, gay and bisexual staff were equally likely to resign as heterosexual staff. Part time staff were slightly less likely to resign than full time staff and staff of an ethnic background other than White were slightly less likely to resign than White staff. Staff aged 18-34 were slightly less likely to resign this year than last year, but remain proportionately more likely to resign than staff in other age groups. No disabled staff resigned this year, a marked decrease from last year where disabled staff made up one in ten of resigning leavers.

APPENDIX 1

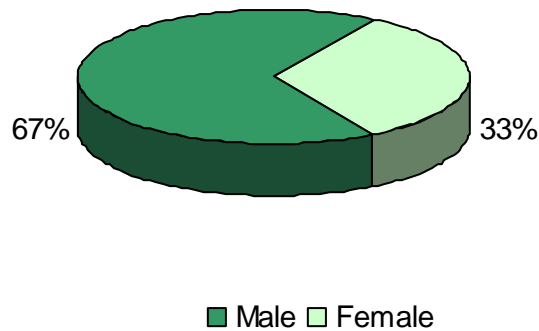
Year Two Employment Data Detail, Graphs and Tables

Section 1 – composition of SOCA

1.1 Gender

Figure 1 below shows the proportions of male and female staff employed by SOCA.

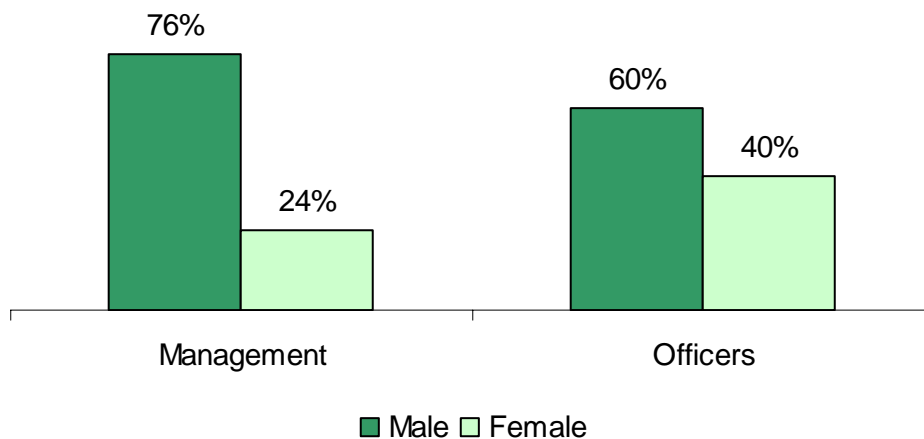
Figure 1: Composition of SOCA by gender



Key messages

- The proportion of female staff has increased from thirty-two per cent (32%) last year to a third (33%) this year.

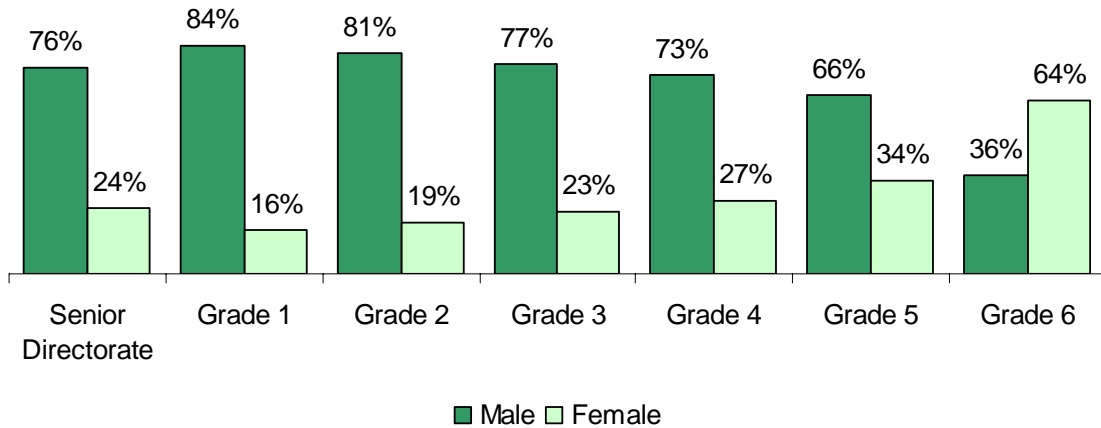
Figure 2: Composition of grades by gender



Key messages

- The proportions of female staff has increased to nearly a quarter (24%) from twenty-two per cent (22%) in management and to forty per cent (40%) from thirty-nine per cent (39%) in officer grades since last year.

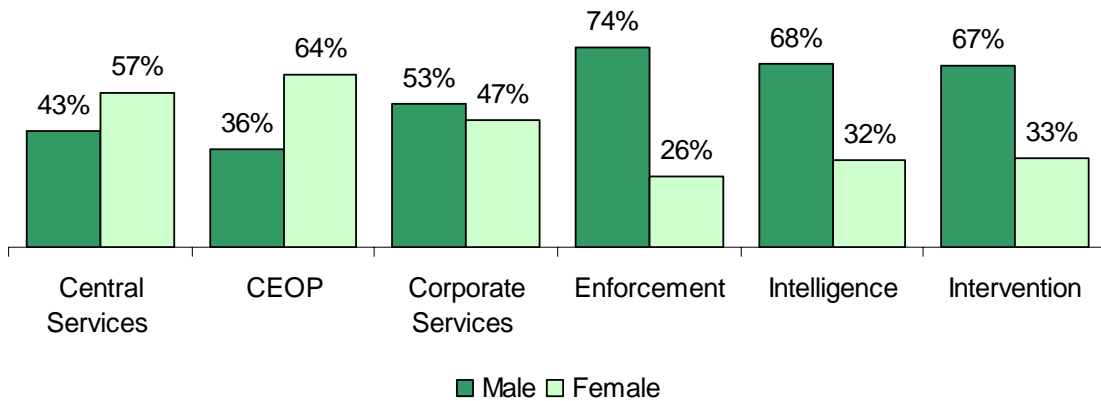
Figure 3: Composition of all grades by gender



Key messages

- The senior directorate and grade 4 have seen the biggest increase in the proportions of female staff since last year, up from sixteen per cent (16%) and twenty-three per cent (23%) respectively.

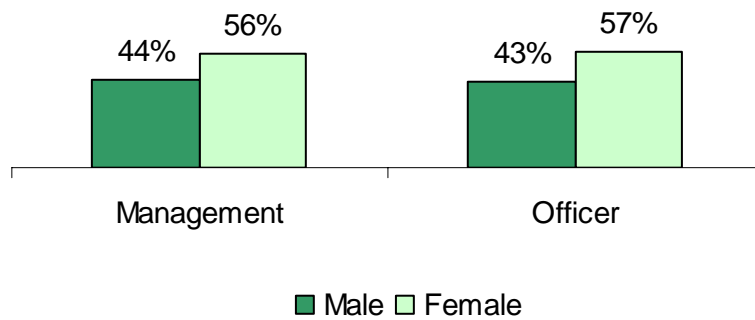
Figure 4: Gender by directorate April 2008



Key messages

- The proportions of female staff are the same as last year in all directorates with the exceptions of Central Services and CEOP; the proportion of female staff in Central Services has dropped slightly while the proportion of female staff in CEOP has increased slightly.

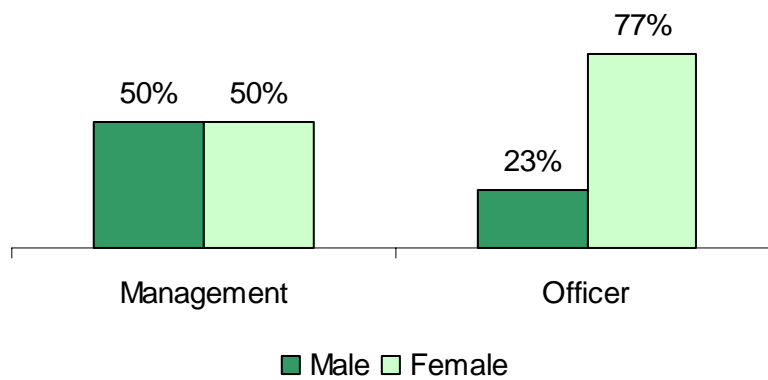
Figure 5: Composition of Central Services by gender



Key messages

- The proportion of females in management has dropped slightly from fifty-seven per cent (57%) last year to fifty-six per cent (56%) this year.

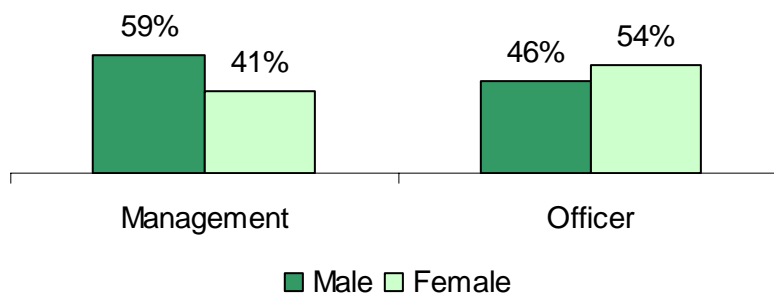
Figure 6: Composition of CEOP by gender



Key messages

- The proportion of females in management has increased from forty-eight per cent (48%) to half.

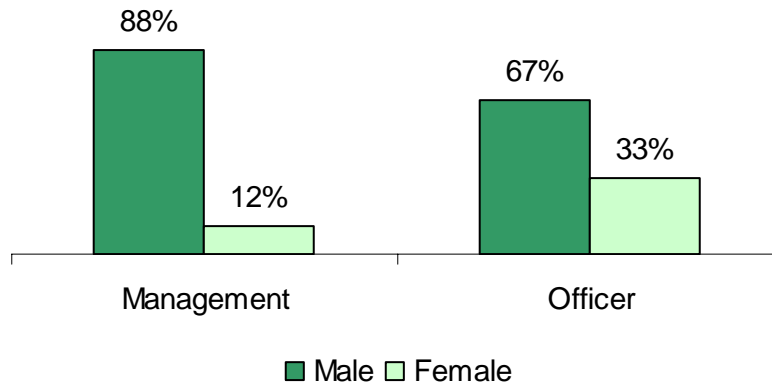
Figure 7: Composition of Corporate Services by gender



Key messages

- The proportion of females in management has increased from thirty-seven per cent (37%) to forty-one per cent (41%) this year.

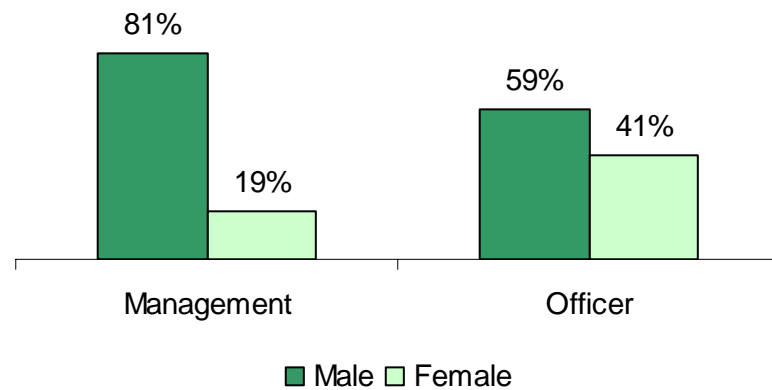
Figure 8: Composition of Enforcement by gender



Key messages

- The proportion of females in management remains static.

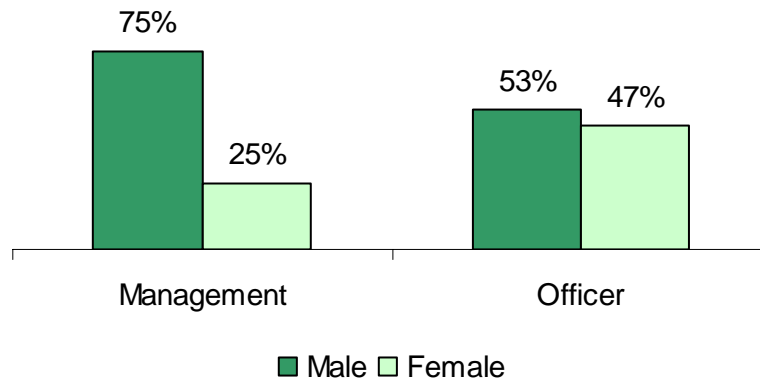
Figure 9: Composition of Intelligence by gender



Key messages

- The proportion of females in management remains static.

Figure 10: Composition of Intervention by gender

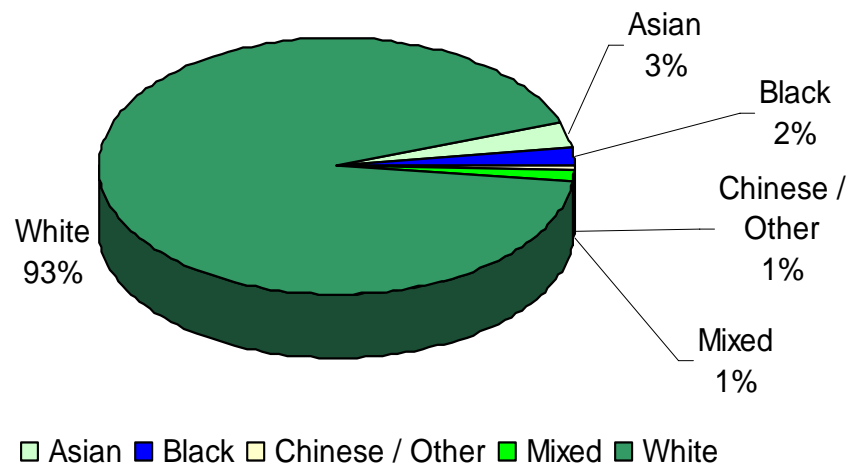


Key messages

- The proportion of females in management has increased from twenty-three per cent (23%) to a quarter (25%) this year.

1.2 Ethnicity

Figure 11: Composition of SOCA by ethnic background



Key messages

- We know the ethnicity of nearly eighty per cent (79%) of SOCA staff; of these, seven and a half per cent (7.5%) identify as other than White, a slight increase from last year's figure of 7.3%.

Table 1: Composition of ethnic backgrounds within SOCA

Ethnic Origin	2007/2008	
	As % of staff whose ethnicity is known	As % of all staff
Bangladeshi	0.1%	0.1%
Indian	2%	1.7%
Pakistani	0.4%	0.3%
Any other Asian background	0.6%	0.4%
Asian (total)	3.2%	2.5%
African	0.5%	0.4%
British	0.6%	0.5%
Caribbean	0.8%	0.7%
Any other Black background	0.2%	0.2%
Black (total)	2.2%	1.8%
Chinese	0.2%	0.2%
Any other ethnicity	0.3%	0.3%
Chinese/other (total)	0.6%	0.5%
White and Black Caribbean	0.2%	0.2%
White and Black African	0.2%	0.2%
White and Asian	0.3%	0.3%
Any other Mixed background	0.5%	0.4%
Mixed (total)	1.4%	1.1%
White British	88.8%	69.7%
White Irish	1%	0.8%
Any other White background	2.6%	2%
White (total)	92.5%	72.5%
Unknown	-	21.5%

Figure 12: Composition of management grades by ethnic background

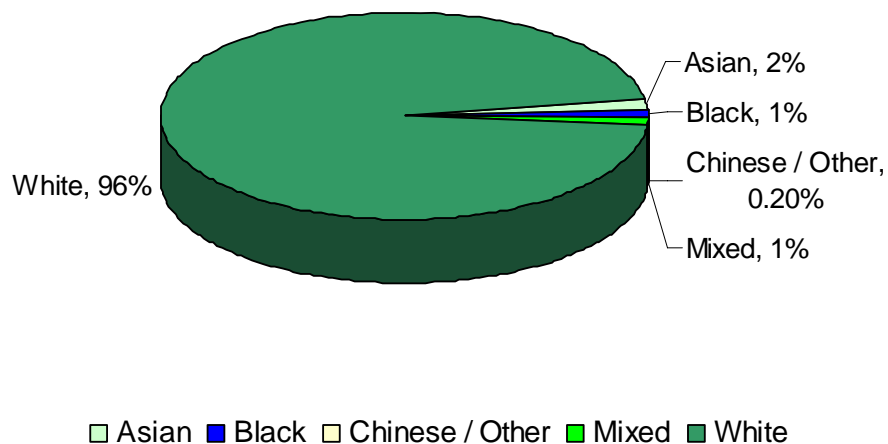
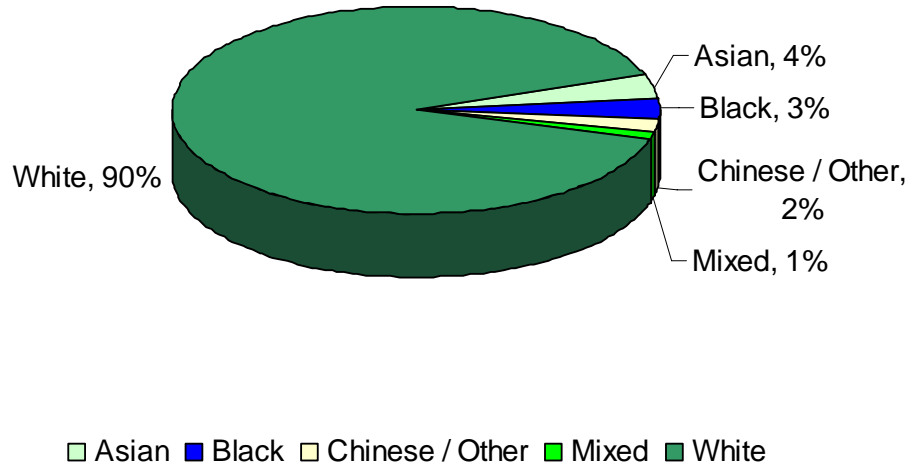


Figure 13: Composition of officer grades by ethnic background



Key messages

- There is very little change from the previous year.

Figure 14: Composition of directorates by ethnic background

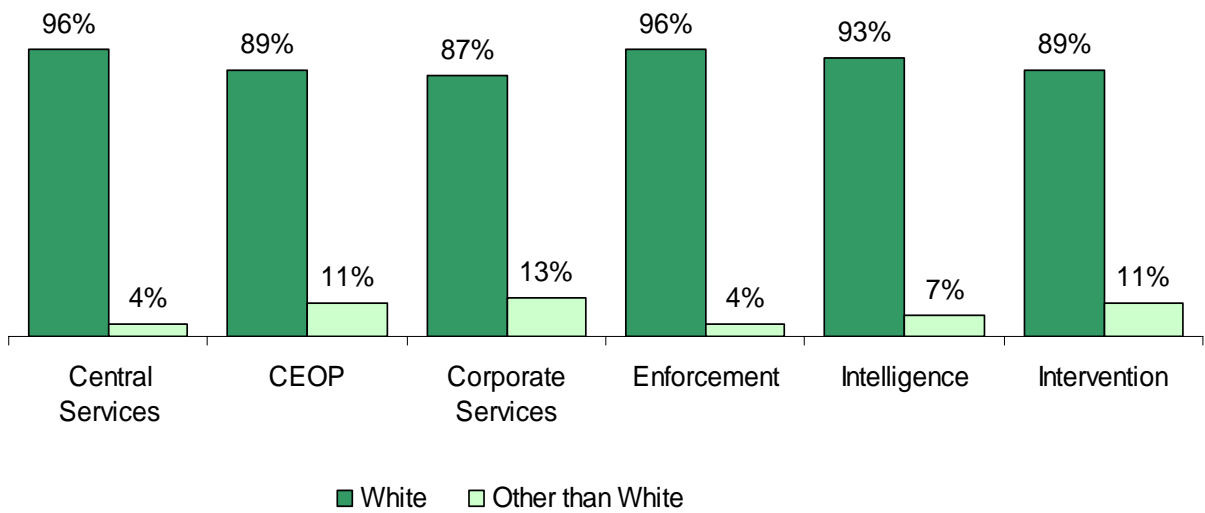
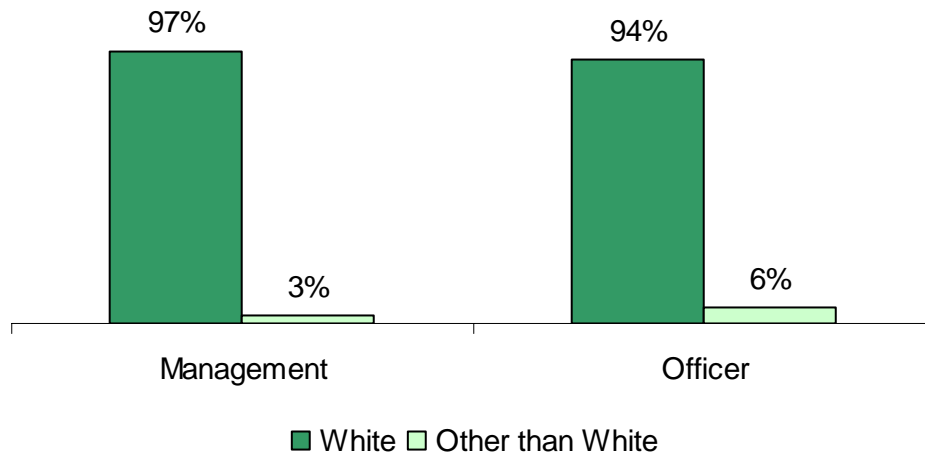


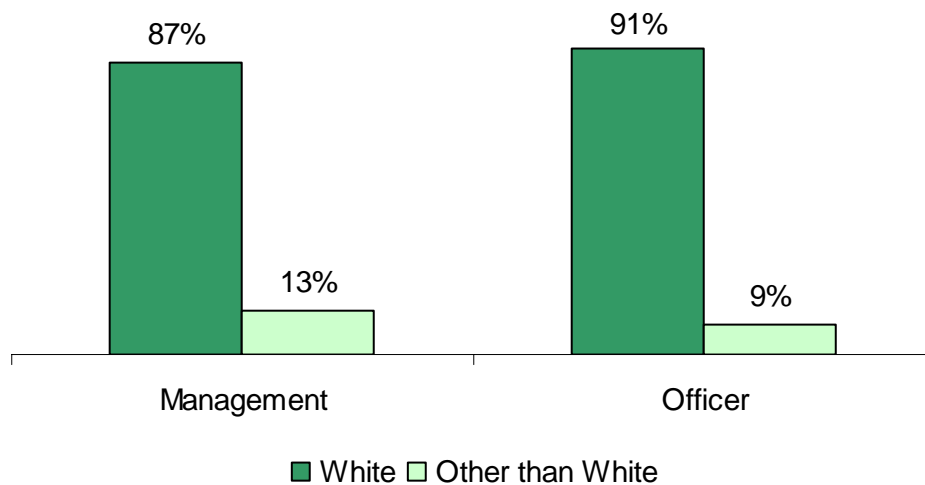
Figure 15: Composition of Central Services by ethnic background



Key messages

- The proportion of staff identifying as other than White in management has dropped from nine per cent (9%) last year to three per cent (3%) this year.

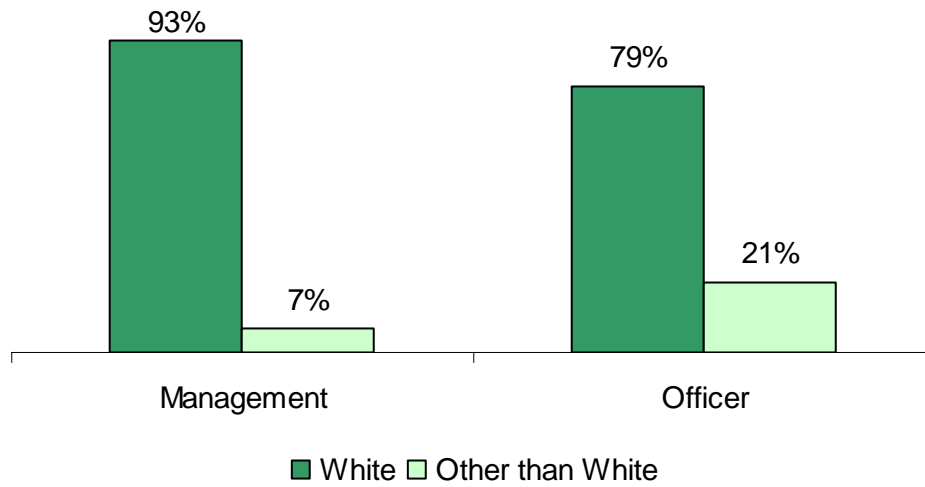
Figure 16: Composition of CEOP by ethnic background



Key messages

- The proportion of staff identifying as other than White in management remains static.

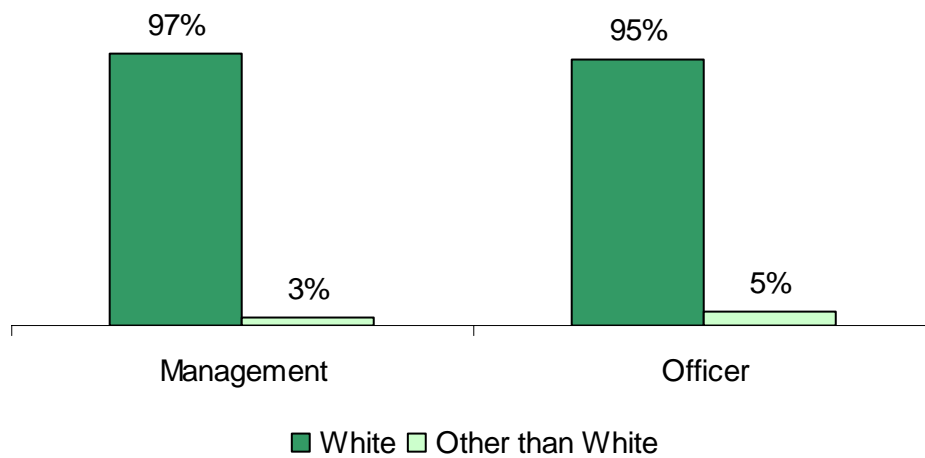
Figure 17: Composition of Corporate Services by ethnic background



Key messages

- The proportion of staff identifying as other than White in management has increased slightly from six per cent (6%) last year to seven per cent (7%).

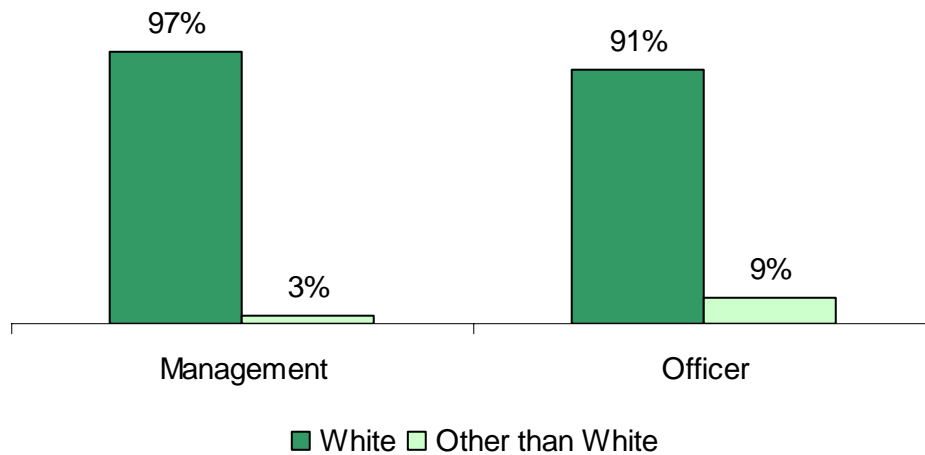
Figure 18: Composition of Enforcement by ethnic background



Key messages

- The proportion of staff identifying as other than White in management remains static.

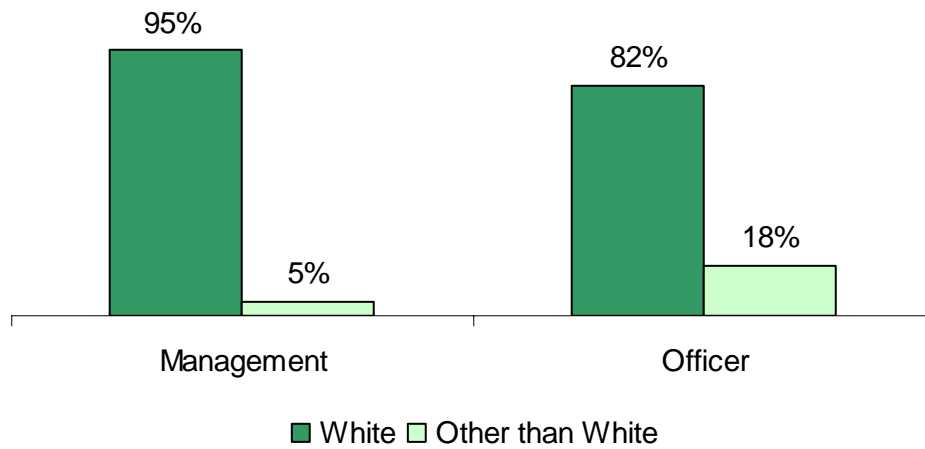
Figure 19: Composition of Intelligence by ethnic background



Key messages

- The proportion of staff identifying as other than White in management has dropped slightly from four per cent (4%) last year to three per cent (3%).

Figure 20: Composition of Intervention by ethnic background

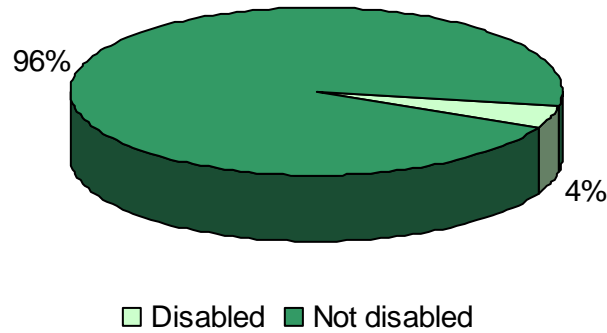


Key messages

- The proportion of staff identifying as other than White in management remains static.

1.3 Disability

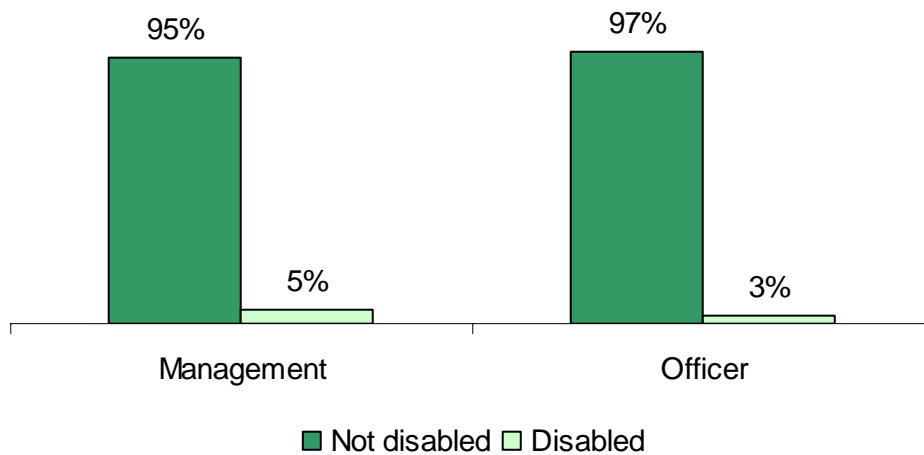
Figure 21: Composition of SOCA by disability status



Key messages

- We know the disability status of nearly forty per cent (39%) of staff, a slight increase on last year. Of those staff, four per cent (4%) declared as disabled - the same as last year.

Figure 22: Composition of grades by disability status

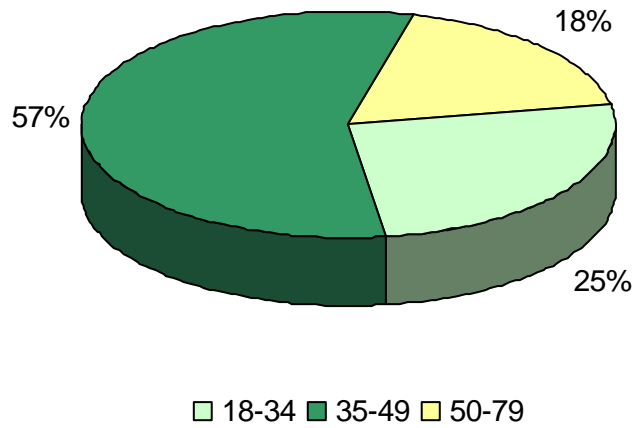


Key messages

- Disabled staff make up five per cent (5%) of management, increased from four per cent (4%) last year.

1.4 Age

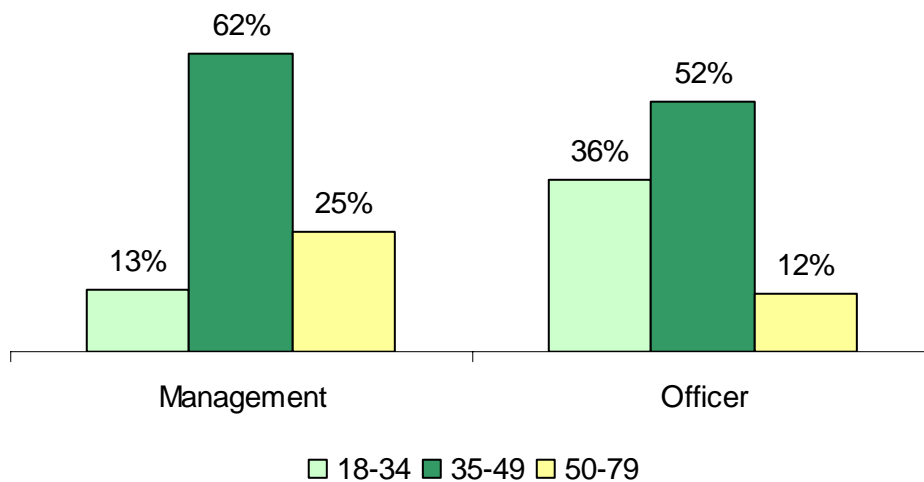
Figure 23: Composition of SOCA by age April 2008



Key messages

- The proportions of staff aged 35-49 and 50-79 have increased slightly since last year, while the proportion of staff aged 18-34 have decreased slightly.

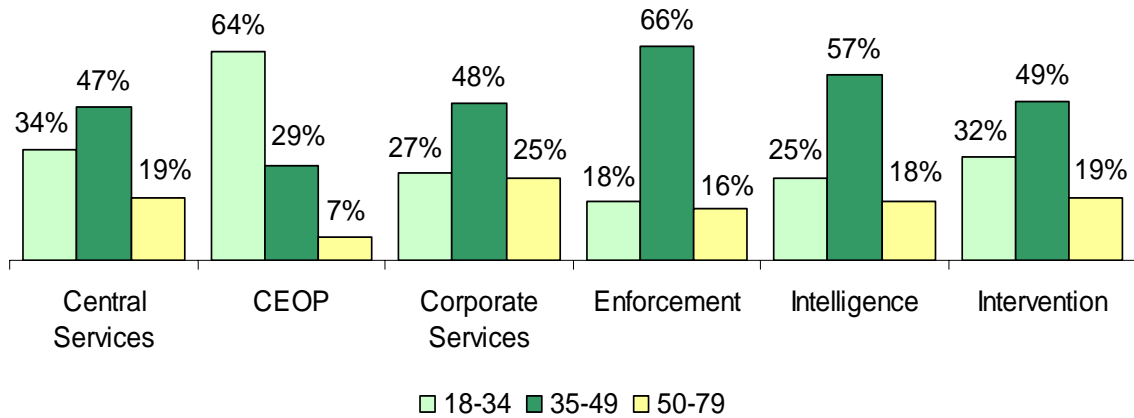
Figure 24: Composition of grades by age



Key messages

- The 35-49 age group remains the largest group in grades 1, 2, 3, 4 and 5.
- Three quarters of all SOCA staff are aged 35 and above.

Figure 25: Composition of directorates by age



Key messages

- The proportions of staff within each age group in each directorate are similar to last year.

1.5 Sexual orientation

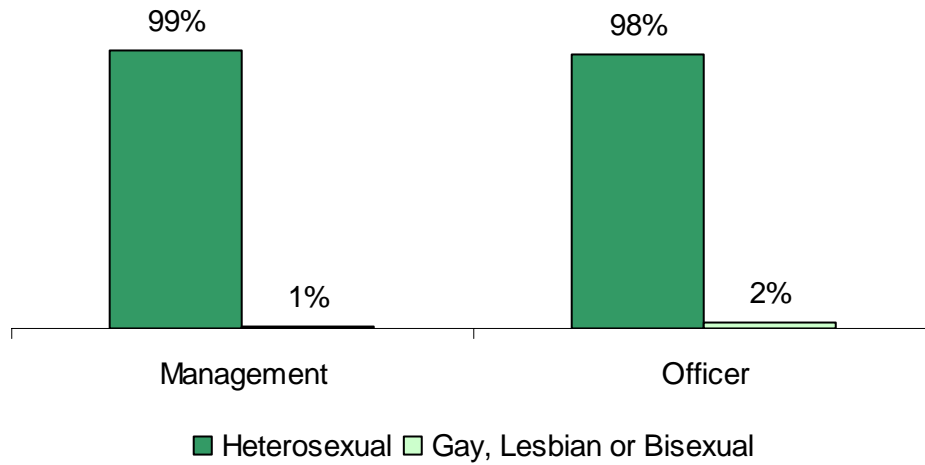
Figure 26: Composition of SOCA by sexual orientation



Key messages

- We know the sexual orientation of half our staff, up from forty-five per cent (45%) last year.
- Of those who stated their sexual orientation, two per cent (2%) are gay, lesbian or bisexual, the same as last year.

Figure 27: Composition of grades by sexual orientation

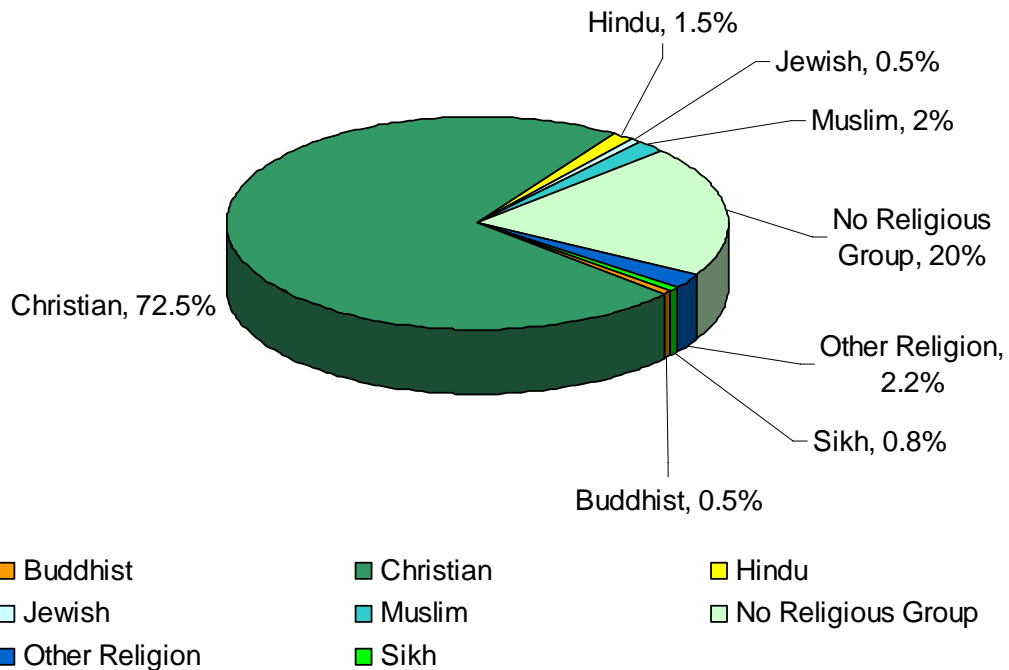


Key messages

- Staff who identify as gay, lesbian or bisexual make up one per cent (1%) of management, slightly down from last year’s figure of 1.5%.

1.6 Religion and belief

Figure 28: Composition of SOCA by religion or belief



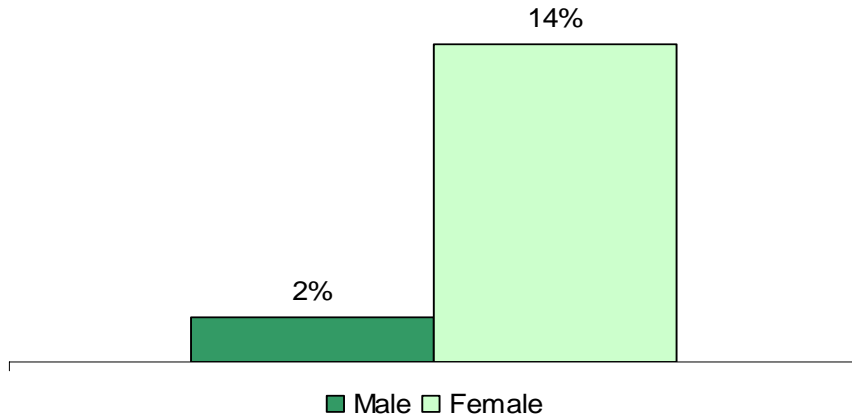
Key messages

- The religion or belief of just over a third (35%) of staff is known, a slight increase from last year.

1.7 Working patterns

Six per cent (6%) of the workforce currently work part time, a two per cent (2%) drop from last year.

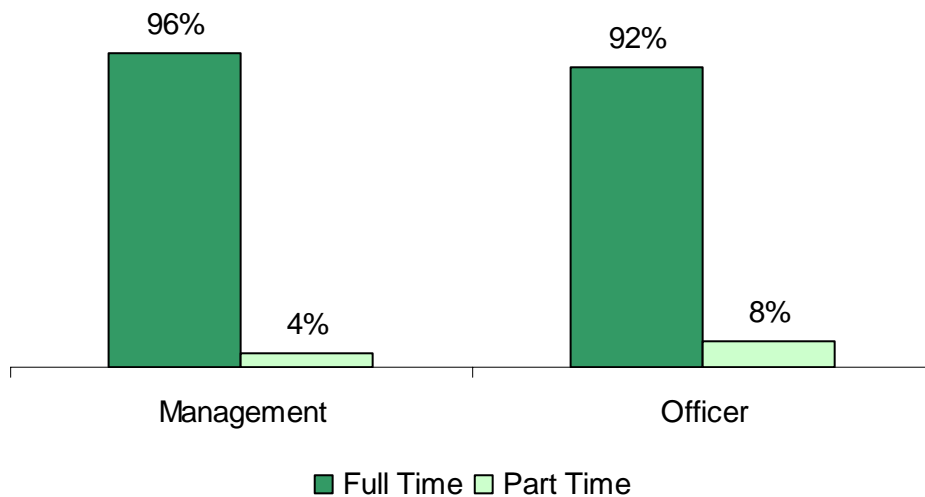
Figure 29: Part time workers (Note: this data was collected in October 2008)



Key messages

- Fourteen per cent (14%) of all female staff work part time, making up seventy-six per cent (76%) of all part time workers in SOCA. Two per cent (2%) of all male staff work part time, decreased from five per cent (5%) in 2006-2007.

Figure 30: Composition of grades by full and part time workers



Key messages

- Eight per cent (8%) of staff in officer grades work part time, compared with four per cent (4%) in management grades.

Section 3 – Monitoring of HR Processes

3.1 Recruitment

Note: Due to data collection issues the following applications were submitted for vacancies, which closed approximately in the period 1st April 2007 to 31st March 2008.

There were over four and a half thousand (4638) applications for jobs, lateral transfer or promotion in SOCA this year that had defined pass/fail outcomes on Resourcelink, again with an even split between external and internal applicants.

Just over three quarters (77%) of applications failed (i.e. were rejected at shortlist or interview) while ten per cent (10%) were successful (i.e. an offer was made or were reserve candidates – they did not necessarily have to accept the offer to be considered successful in the process).

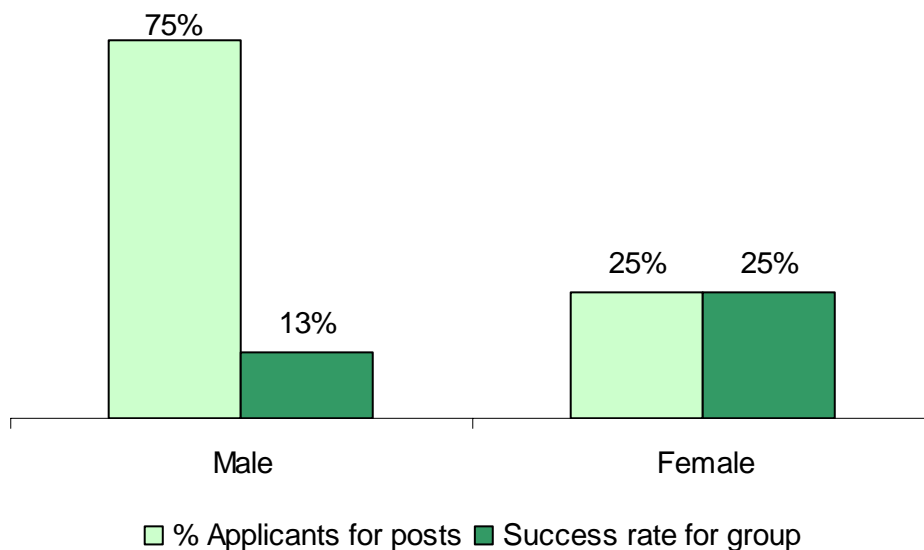
The remainder of the applications were either withdrawn from the process or results had not been updated, making it difficult to assess whether they had passed or failed the process.

3.1.1 Internal Recruitment

Overall, there were two thousand seven hundred and sixty-two (2762) internal applications, just over half (51%) of the total applications, a similar proportion to last year. More staff succeeded this year with thirteen per cent (13%) of internal applications succeeding, compared with eight per cent (8%) last year. Fewer applications failed this year, down to seventy-one per cent (71%) from eighty per cent (80%) last year, while slightly more applications were void, up to sixteen per cent (16%) from twelve per cent (12%) last year.

The following charts refer to those applications that had clearly defined pass/fail outcomes recorded during the process.

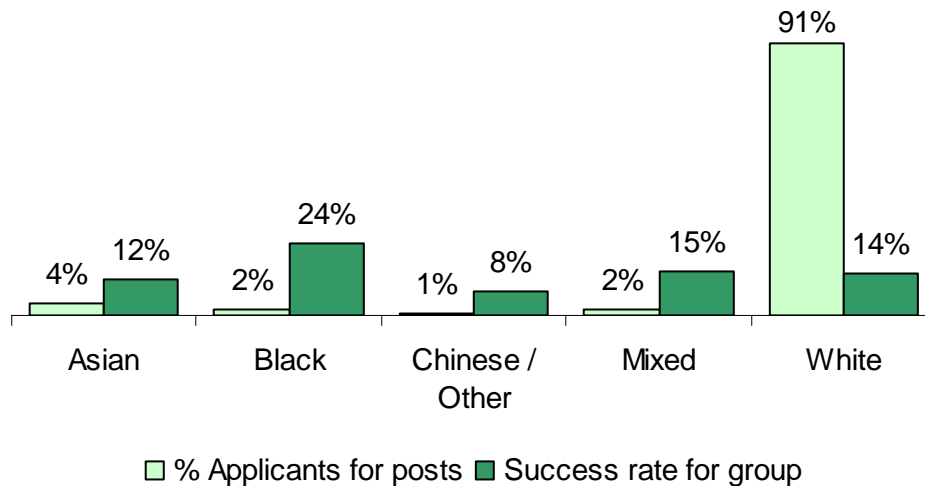
Figure 31: Composition of internal applicants by gender and result



Key messages

- The proportion of applications submitted by female staff increased slightly this year from eighteen per cent (18%) to a quarter (25%) of all applications.
- A quarter of applications from female staff were successful, increased from seven per cent (7%) last year, and compares to thirteen per cent (13%) of applications from male staff being successful, up from four per cent (4%).

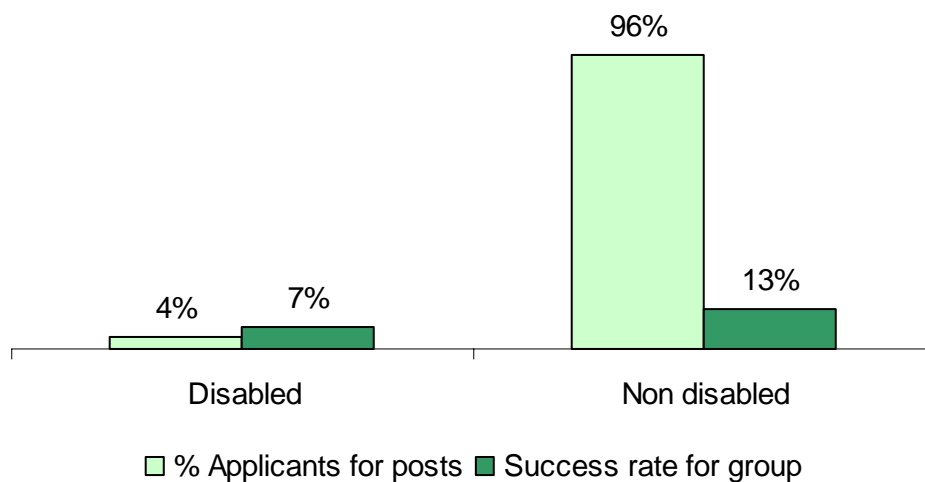
Figure 32: Composition of internal applicants by ethnicity and result



Key messages

- Applications from staff who identified as other than White made up nearly one in ten (9%) of applications, compared to six per cent (6%) last year.
- All success rates have improved, the success rate of Black staff is highest at nearly a quarter of applications, while the success rate for those staff identifying as of Chinese or Other ethnicity is lowest at eight per cent (8%).

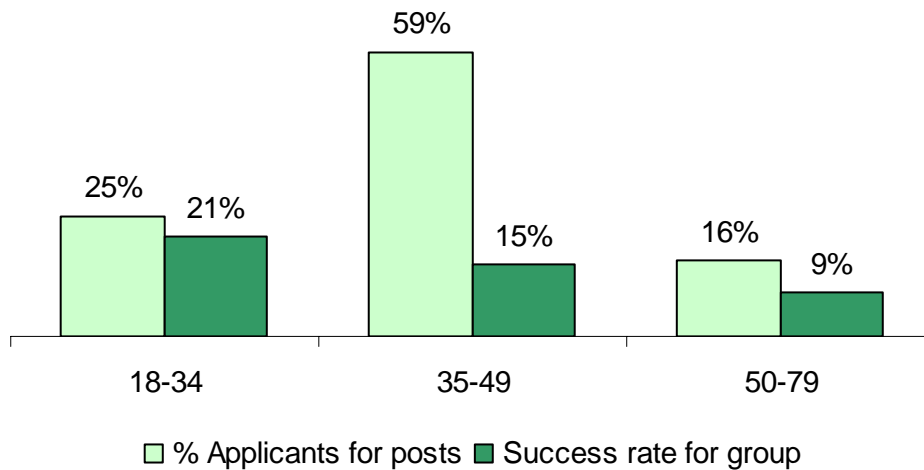
Figure 33: Composition of internal applicants by disability status and result



Key messages

- The disability status of three in five internal applicants (60%) is known.
- The success rate of disabled applicants dropped slightly from just over one in ten (12%) last year to seven per cent (7%), while the success rate for applications from non-disabled staff increased slightly from nine per cent (9%) last year to thirteen per cent (13%) this year.

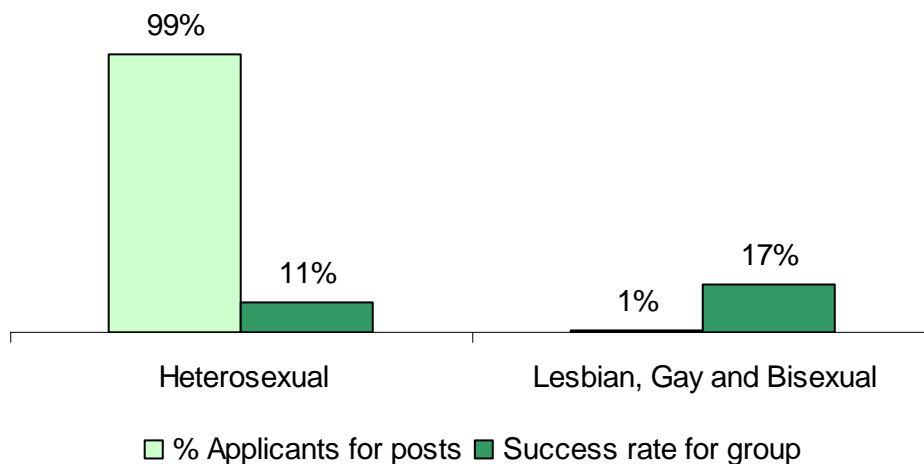
Figure 34: Composition of internal applicants by age and result



Key messages

- The success rate of applications from staff aged 18-34 remained the highest, at one in five (21%), increased from fourteen per cent (14%) last year. The success rate of applications from staff aged 35-49 increased from eight per cent (8%) last year to fifteen per cent (15%), while the success rate of applications from staff aged 50-79 remained fairly static at nine per cent (9%).

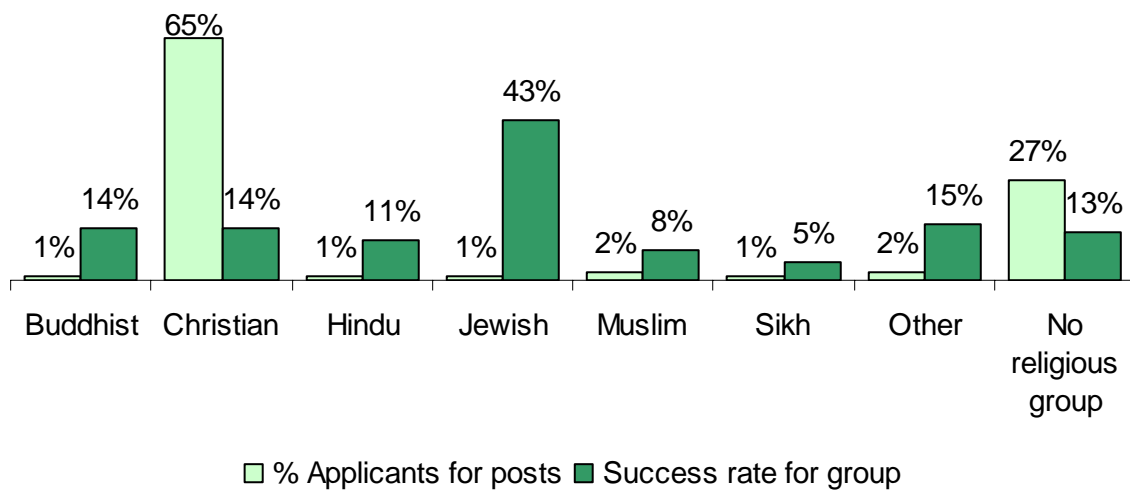
Figure 35: Composition of internal applicants by sexual orientation and result



Key messages

- The sexual orientation of over four in five (86%) internal applicants is known.
- Applications from heterosexual staff remain less likely to succeed at just over one in ten (11%), up from seven per cent (7%) last year, than those from lesbian, gay and bisexual staff at seventeen per cent (17%), up from fifteen per cent (15%) last year.

Figure 36: Composition of internal applicants by religion and belief and result



Key messages

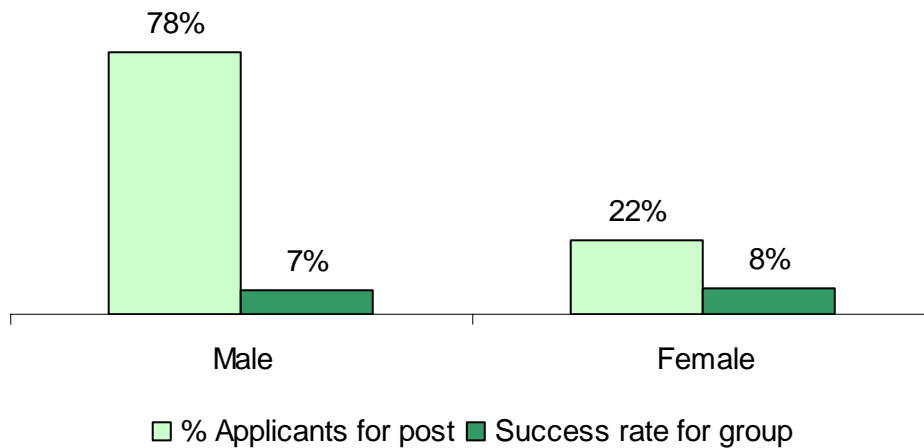
- The religion or belief details of just over half (57%) of internal applicants is known.
- Applications from those staff who identified as being Sikh or Muslim had the lowest success rates, while those from Jewish staff had the highest success rate at forty three per cent (43%). Last year no staff from Jewish, Muslim and Other religious groups were successful.

3.1.2 External recruitment

Overall, there were two thousand six hundred and three (2603) external applications, just under half (49%) of the total. The proportion succeeding increased slightly this year, up from five per cent (5%) last year to six per cent (6%). Fewer applications failed also, with eighty-two per cent (82%) of applications failing, down from ninety per cent (90%) last year. The proportion of void applications increased from five per cent (5%) last year to eleven per cent (11%) this year.

The following charts refer to those applications that had clearly defined pass/fail outcomes recorded during the process.

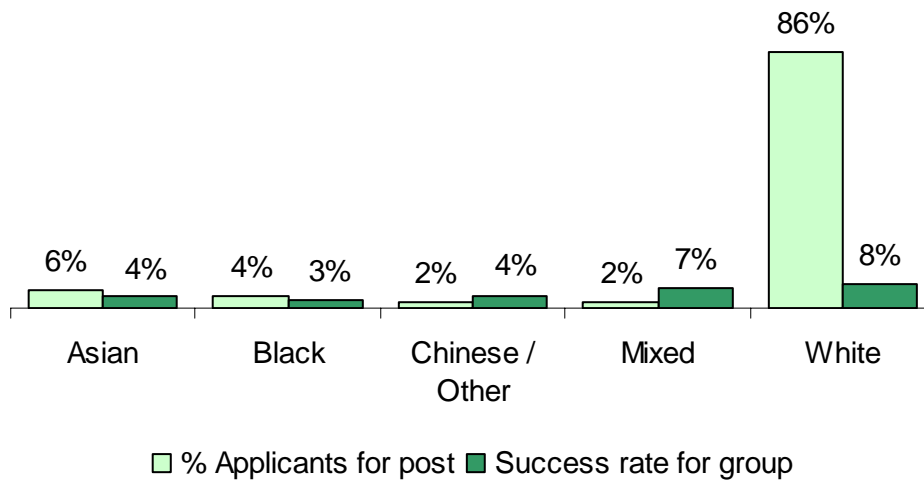
Figure 37: Composition of external applicants by gender and result



Key messages

- The proportion of applications submitted by female applicants has increased slightly this year from eighteen per cent (18%) to twenty-two per cent (22%)
- Male and female external applicants are equally likely to be successful with eight per cent (8%) of applications from female applicants succeeding comparing to seven per cent (7%) of applications from male applicants.

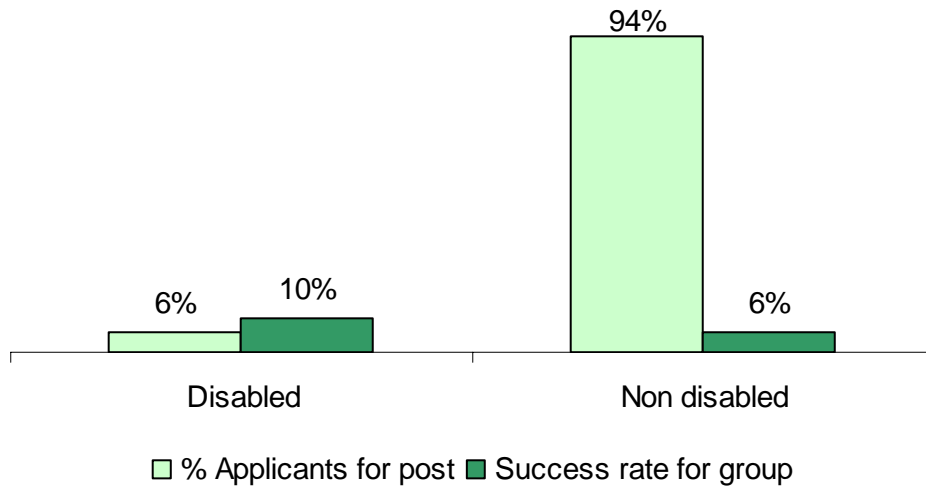
Figure 38: Composition of external applicants by ethnicity and result



Key messages

- Applicants who self-identified as other than White submitted fourteen per cent (14%) of all applications, up one per cent (1%) on last year.
- Most success rates have improved this year, apart from those applications submitted by Black applicants, dropping from four per cent (4%) to three per cent (3%). Applications by White and Mixed applicants have the highest success rates with eight per cent (8%) and seven per cent (7%) respectively.

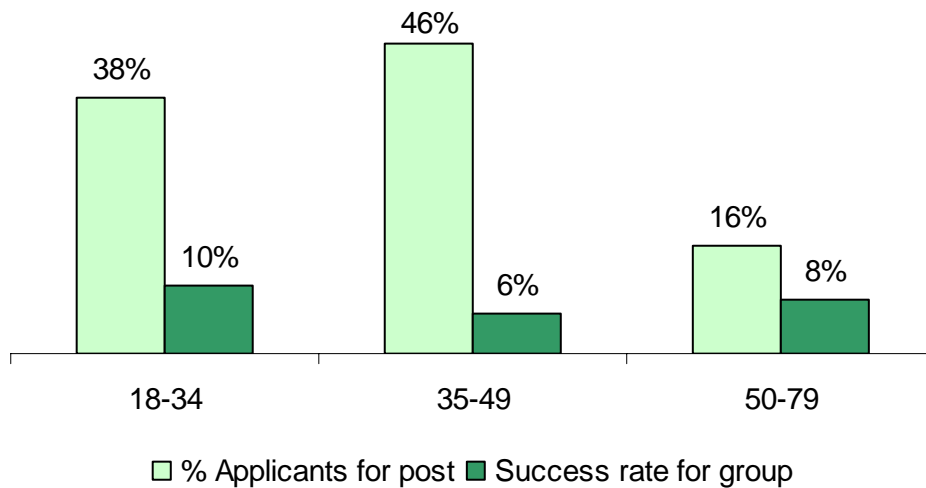
Figure 39: Composition of external applicants by disability status and result



Key messages

- The disability status of two in five external applicants (40%) is known.
- The success rate for applications from disabled applicants rose markedly from two per cent (2%) last year to one in ten (10%) this year, while the success rate for those applicants who identified as not disabled remained fairly static at six per cent (6%).

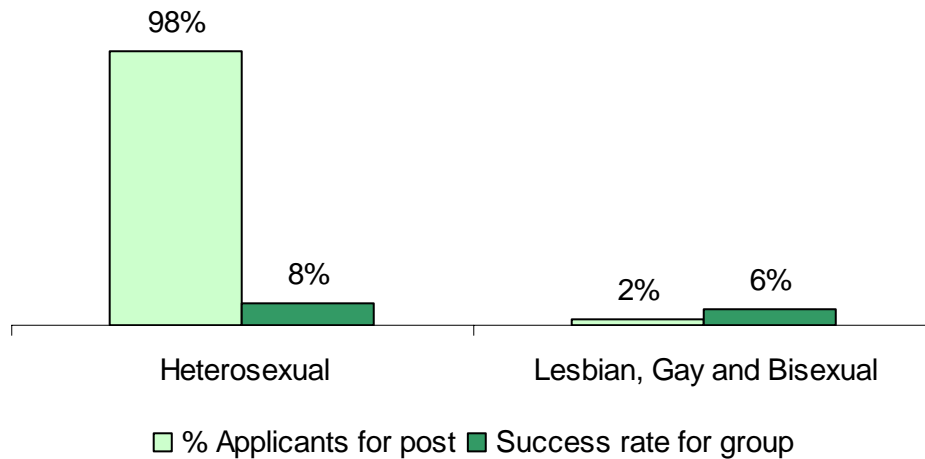
Figure 40: Composition of external applicants by age and result



Key messages

- The success rates for different age groups remain largely static, with applicants aged 18-34 continuing to have a higher success rate than those from other age groups.

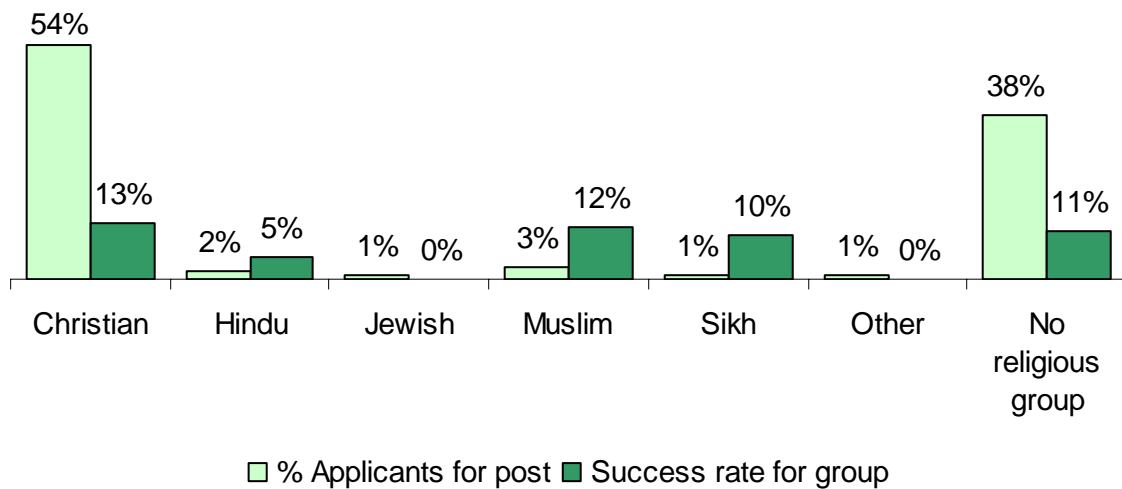
Figure 41: Composition of external applicants by sexual orientation and result



Key messages

- The sexual orientation details of over four in five external applicants (86%) is known.
- The success rate of applications from heterosexual applicants increased from five per cent (5%) last year to eight per cent (8%) this year. The success rate of applications from lesbian, gay and bisexual applicants has also increased markedly to six per cent (6%) this year, no lesbian, gay or bisexual applicants were successful last year.

Figure 42: Composition of external applicants by religion and belief and result



Key messages

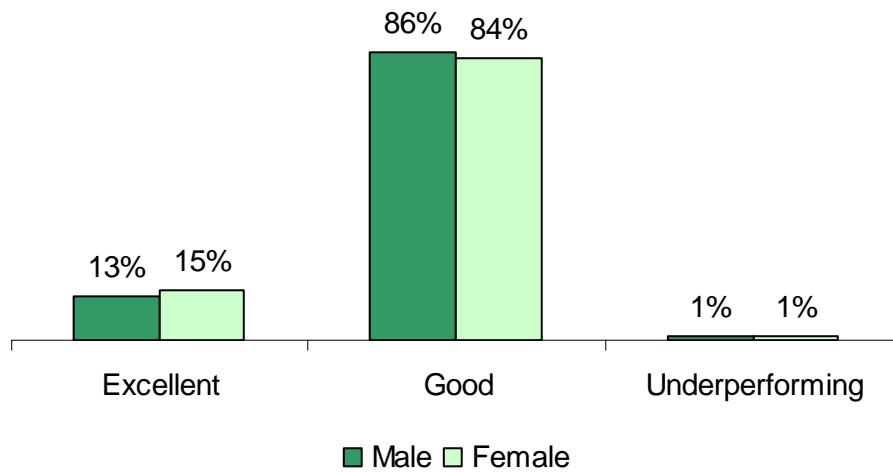
- The religion or belief details of just over a third (37%) of applicants is known; of these, no Jewish applicants or applicants from Other religious groups were successful this year, while Christian, Muslim and Sikh applicants had the highest success rates.

3.2 Appraisal

(Note: the ratings for the appraisal system are changed this year from last year. For this reason, comparison is not made with the data from 2006-2007)

At the time of data collection in October 2008 ninety per cent (90%) of the establishment had received an appraisal rating of Excellent, Good or Underperforming for the 2007-2008 year. Fourteen per cent (14%) of staff received an Excellent rating; eighty-five per cent (85%) received a Good rating, while one per cent (1%) received an Underperforming rating. The following data relates to those staff who received one of these ratings.

Figure 43: Distribution of results across gender



Key messages

- Female staff were slightly more likely to receive an Excellent rating than male staff.

Figure 44: Proportions in receipt of Excellent results in ethnic category

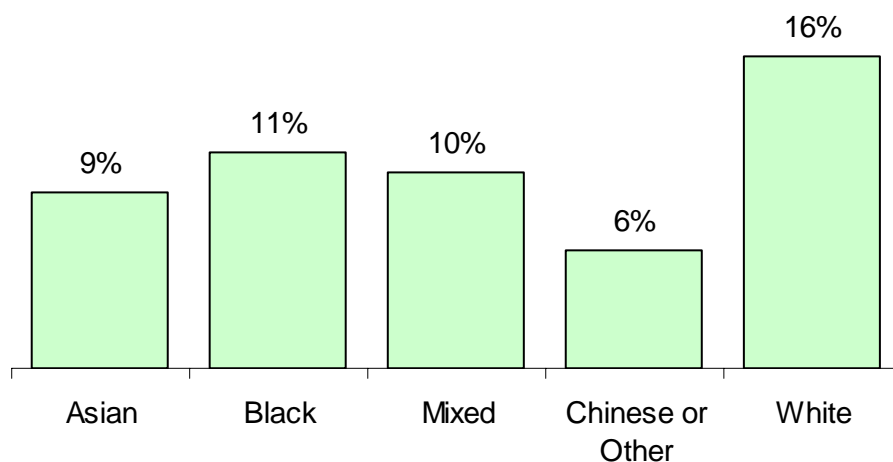
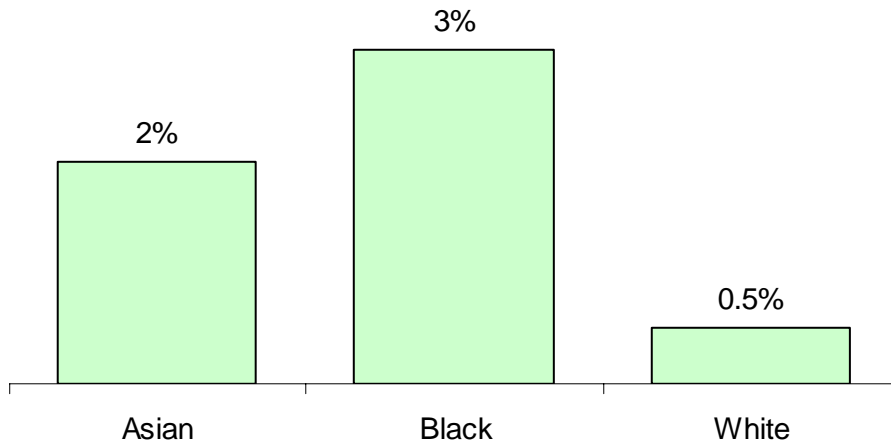


Figure 45: Proportions in receipt of Underperforming results in ethnic category



Key messages

- The ethnicity of eighty one per cent (81%) of staff who received an appraisal rating was known; of those, White staff were more likely to receive an Excellent rating than staff of other ethnicities with sixteen per cent (16%) of staff who identified themselves as White receiving an Excellent rating, slightly above the average of fourteen per cent (14%). Staff of a Chinese or Other ethnic background were the least likely to receive an excellent rating, with six per cent (6%) of these staff receiving this rating.
- Black staff were most likely to receive an Underperforming rating, closely followed by Asian staff. No staff of a Mixed ethnic background, or those with a Chinese or Other ethnic background received an Underperforming rating.

Figure 46: Distribution results across disability status

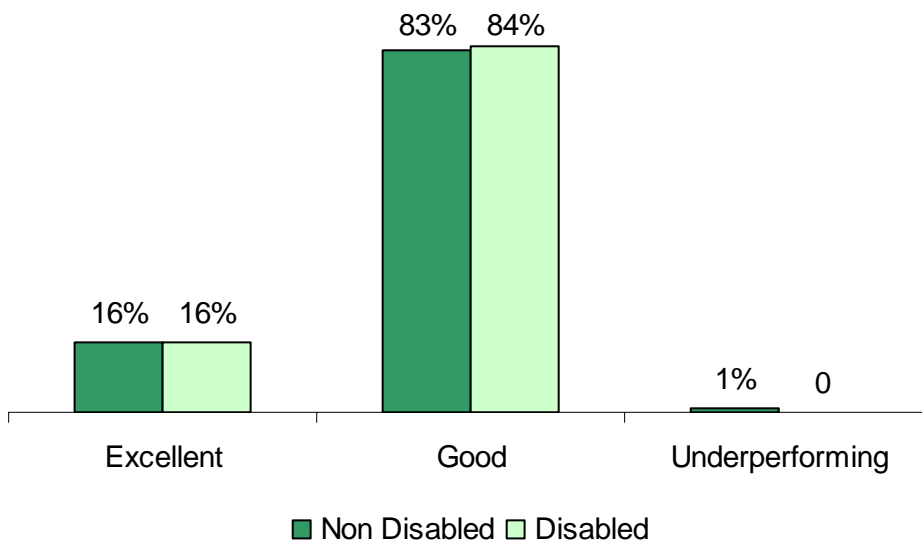
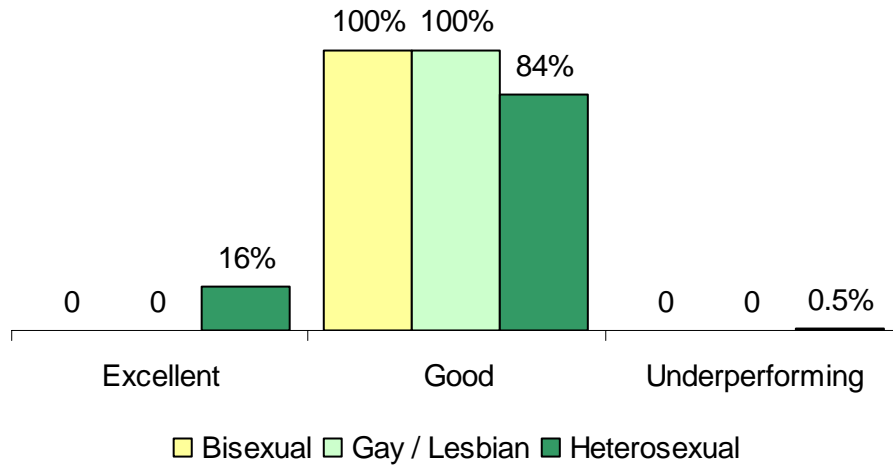


Figure 47: Appraisal results by sexual orientation category



Key messages

- The sexual orientation details of fifty-two per cent (52%) of those who received a rating were known; of these, gay, lesbian and bisexual staff received no Excellent or Underperforming ratings.

Figure 48: Proportions in receipt of Excellent results in religion or belief category

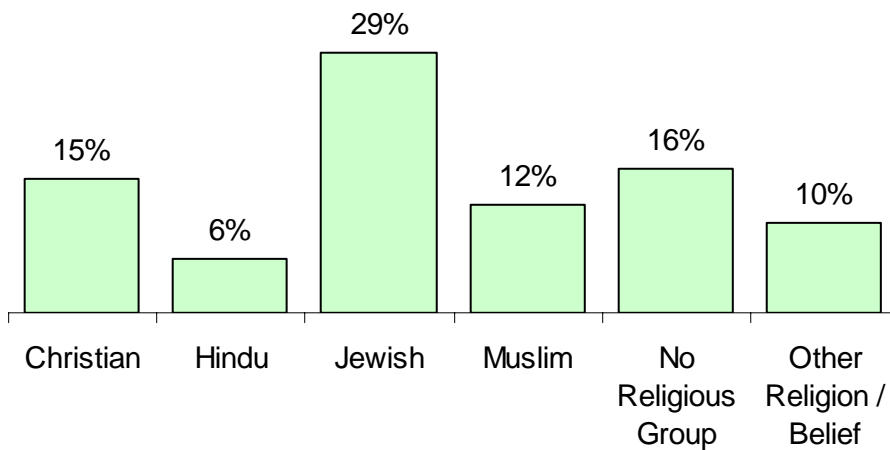
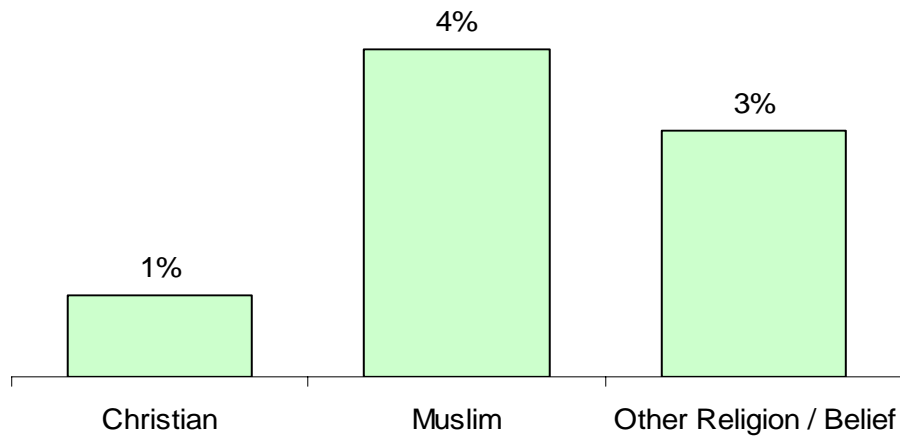


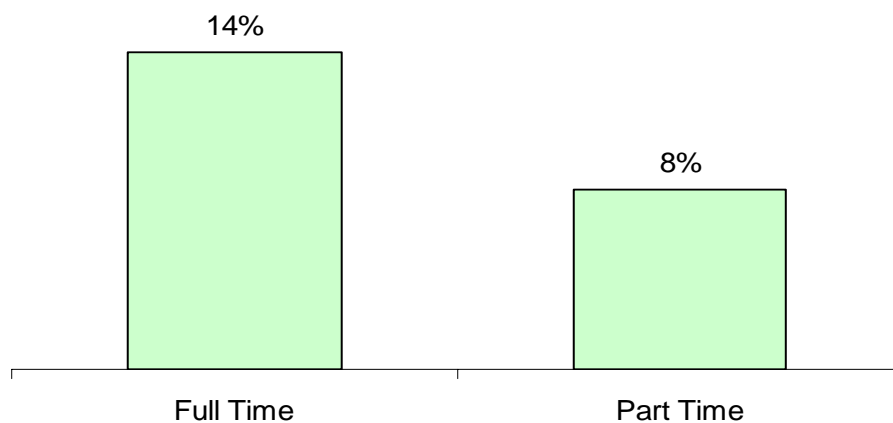
Figure 49: Proportions in receipt of Underperforming results in religion or belief category



Key messages

- Thirty-eight per cent (38%) of those who received a rating had religion or belief data recorded; of those, staff with a Jewish belief were more likely to receive an Excellent rating, with twenty-nine per cent (29%) of these receiving this rating. No staff with a Buddhist or Sikh belief received an Excellent rating.
- Staff with a Muslim belief were more likely to receive an Underperforming rating, closely followed by staff from Other religion or beliefs.
- It should be noted here that some of these percentages refer to very small numbers, for example, the underperforming percentages for Muslim staff and those of other religions refer to one person in each category.

Figure 50: Proportions in receipt of Excellent results in full and part time worker category



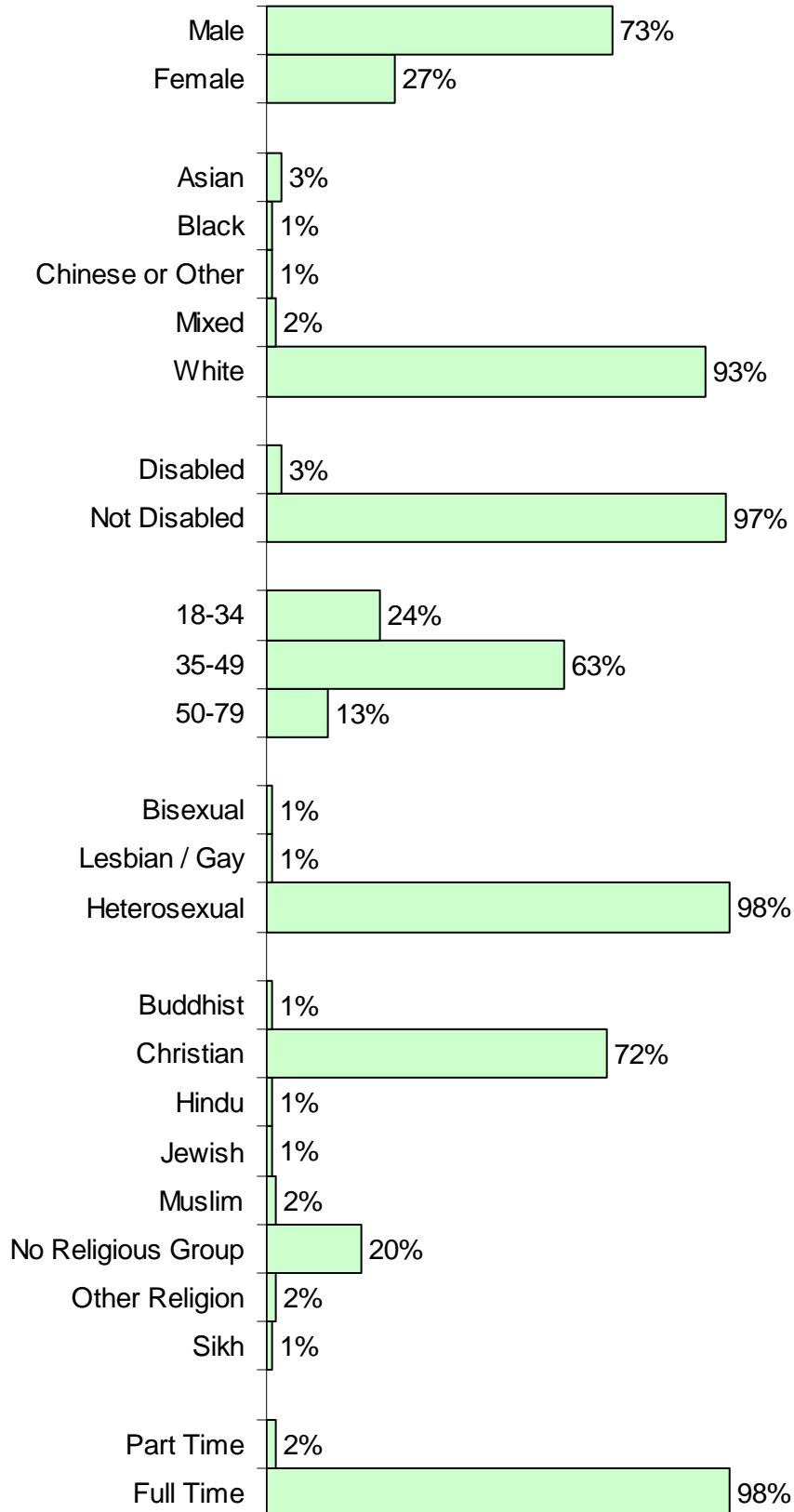
Key messages

- Part time staff were less likely to receive an Excellent rating compared to full time staff, with eight per cent (8%) receiving an Excellent rating, against fourteen per cent (14%) of full time staff. There were no differences in the rate of Underperforming result.

3.3 Training

There were six thousand eight hundred and eight (6808) training delegates this year.

Figure 51: Composition of training attendees by diversity data



Key messages

- Male staff continued to undertake disproportionately more training than female staff when establishment proportions were taken into consideration; however, the gap has narrowed slightly this year, with twenty-seven per cent (27%) of training delegates being female compared to twenty-two per cent (22%) last year.
- Nearly eighty per cent (79%) of training delegates had their ethnicity details recorded; of those, the distribution of training attendance appears proportionate across all ethnicities.
- Forty per cent (40%) of training delegates had their disability status recorded; of those, disabled delegates continued to make up three per cent (3%), slightly fewer than would be expected from their four per cent (4%) strength within the organisation.
- Training delegates were slightly older this year than last year, the proportion of training delegates aged 18-34 and 35-49 both dropped slightly while staff aged 50-79 made up thirteen per cent (13%) of delegates, increased from one in ten last year.
- Just over half of training delegates (52%) had their sexual orientation data recorded; of those the proportion of training delegates who identify as lesbian, gay or bisexual remains unchanged at two per cent (2%), reflecting the make-up of the establishment.
- Just over a third of training delegates had their religion or belief data recorded; of these, seventy-two per cent (72%) of all training delegates were Christian, reflecting the make-up of the establishment.
- In terms of working hours, two per cent (2%) of training delegates were part time, fewer than would be expected considering their six per cent (6%) strength within the organisation.

3.3.2 Applied for professional funding

There were one hundred and twenty-two (122) applications for funding for professional training in the year; funding was granted for eighty per cent (80%) of applications.

As the numbers are small, and in the absence of more extensive diversity data, it is not feasible to draw meaningful conclusions in relation to diversity trends.

Figure 52: Composition of applicants for funding by diversity data

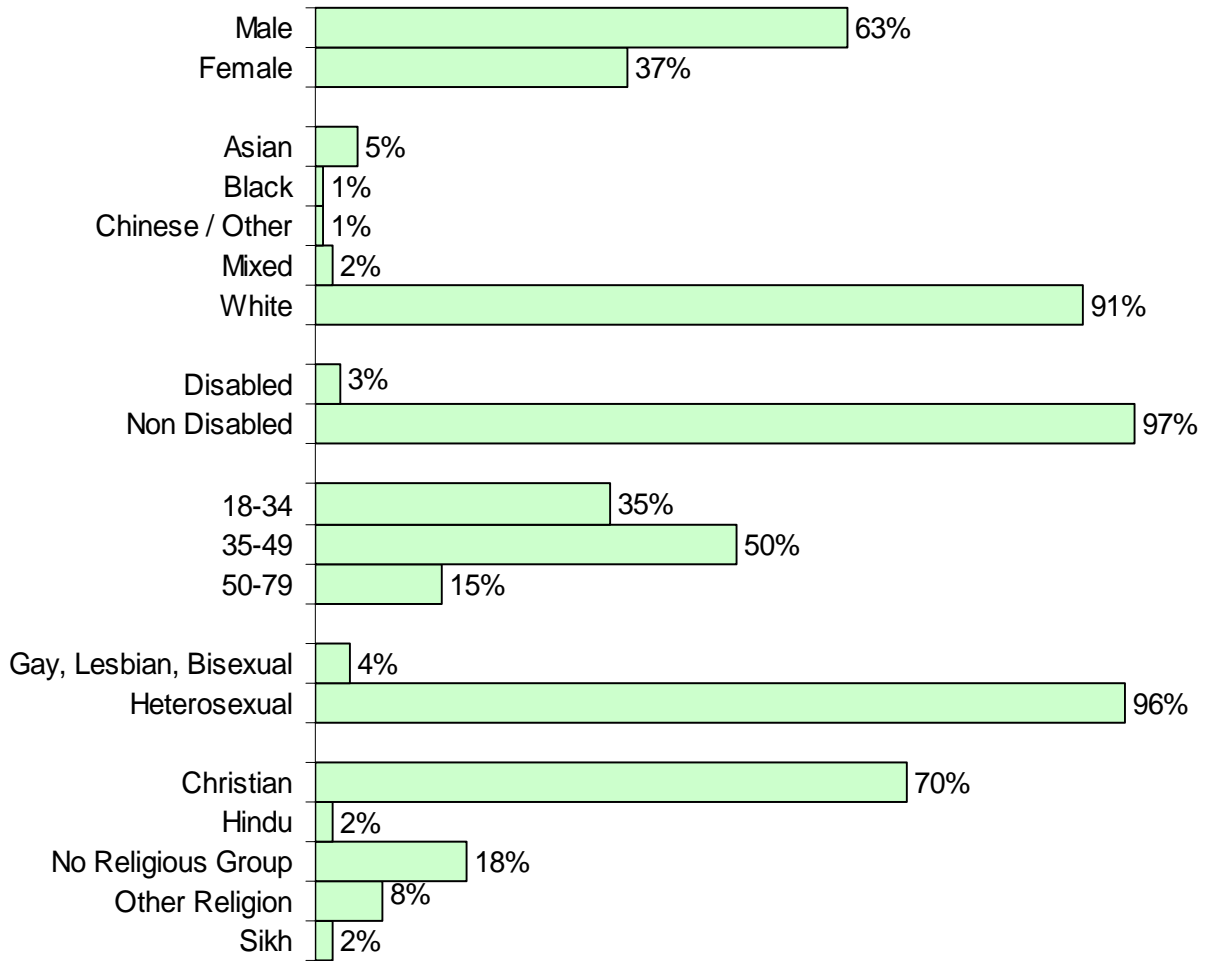
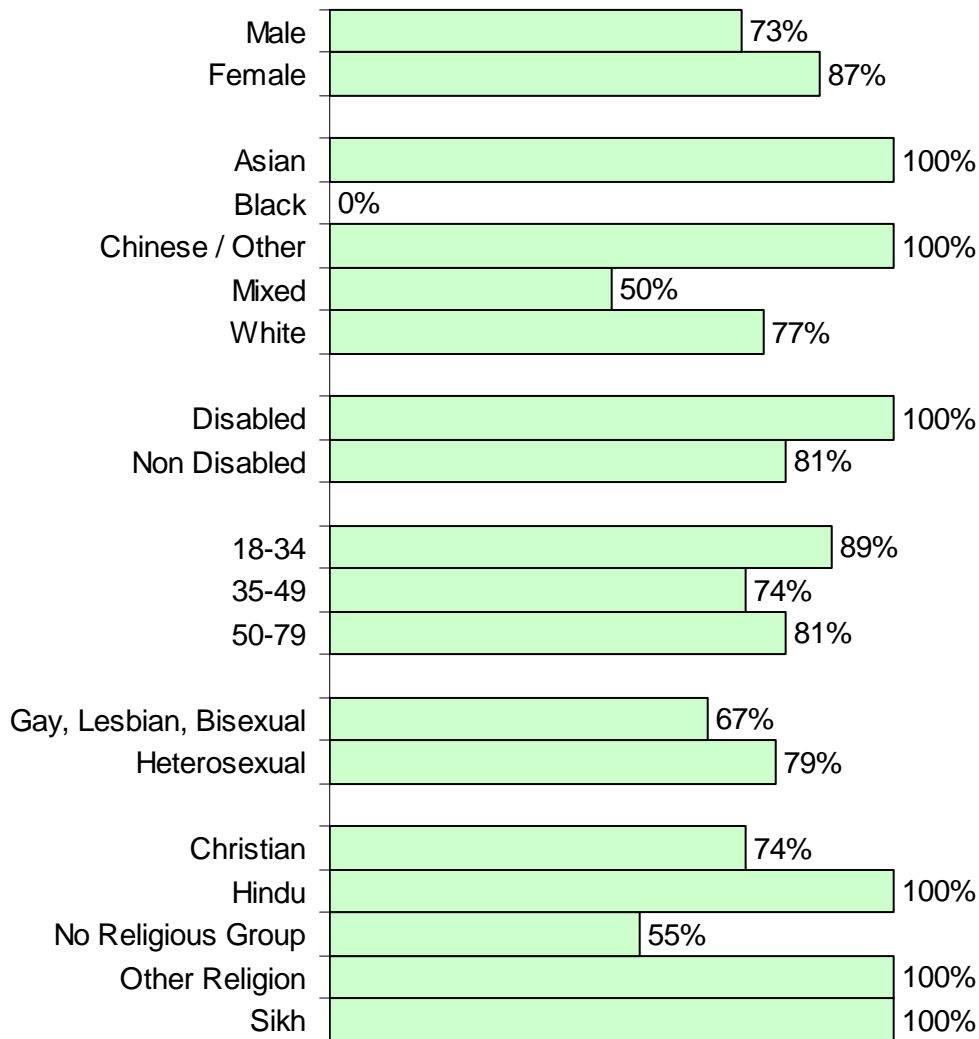


Figure 53: The rate of success i.e. proportion achieving funding in each diversity category



Key messages

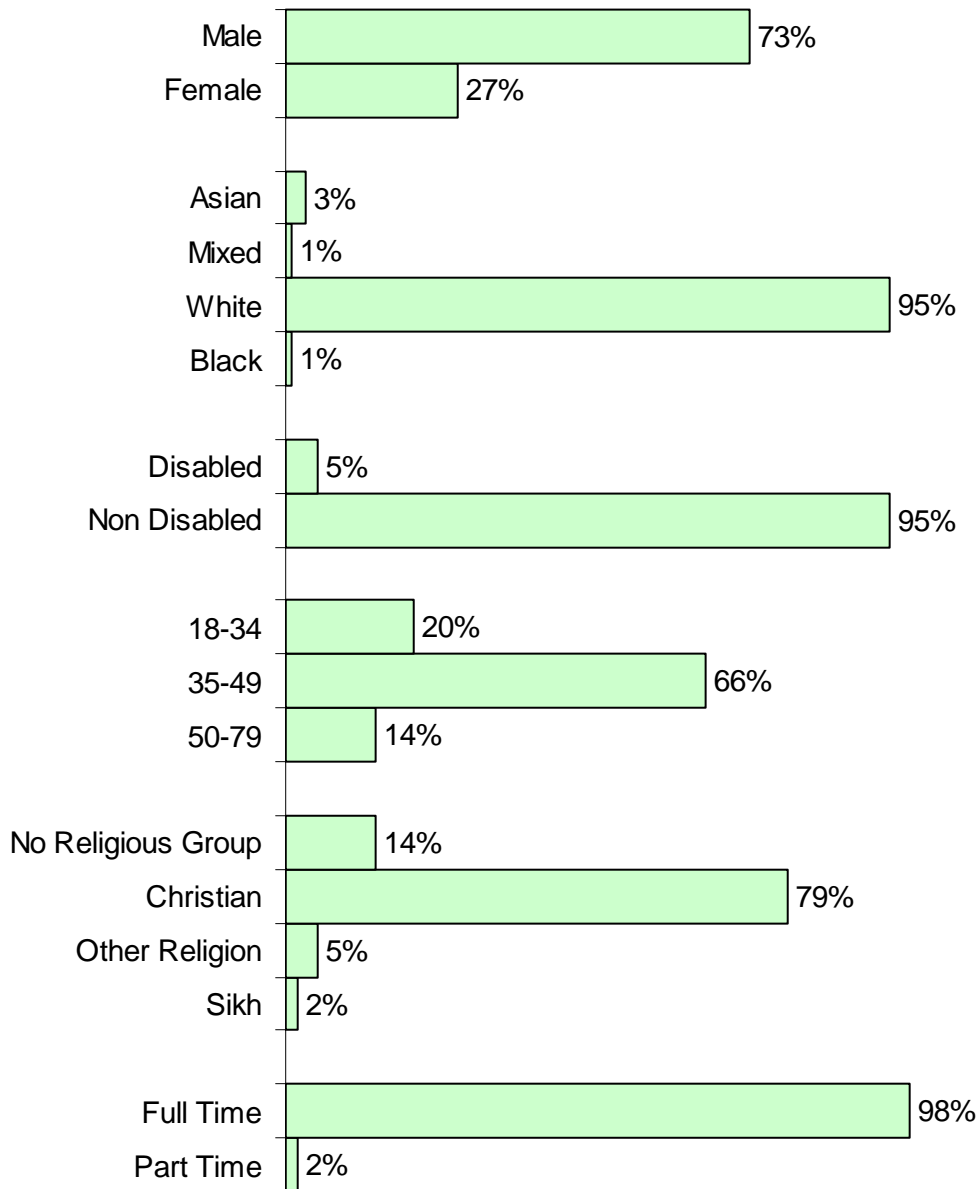
- Female staff continue to have a higher success rate (i.e. proportion successful in obtaining funding) than that of male staff.
- Three in four applicants had ethnicity data; of these, nine per cent (9%) of applicants were from an ethnic background other than White. Overall, three quarters of these applicants succeeded, similar to White applicants.
- Like last year, all disabled staff were successful in obtaining funding. This compares to an eighty-one per cent (81%) success rate for staff who were not disabled. Half of all applicants, however, had no disability status data (53%).
- Around a third of all applicants were aged 18-34, half were aged 35-49 and 15% were aged 50-79, similar to overall proportions within the organisation.

- Over half of applicants (57%) had sexual orientation data; of these four per cent (4%) identified as a gay man, lesbian or bisexual, with a sixty-seven per cent (67%) success rate. This compares to a success rate of seventy-nine per cent (79%) for those applicants identifying as heterosexual.
- Just over forty per cent (40%) of applicants had religion or belief data.

3.4 Grievances

One hundred and forty-five (145) staff submitted grievances during the year, up from one hundred and twenty-one (121) last year. As the numbers of cases are relatively small and in the absence of more extensive diversity data, it is not feasible to draw any meaningful conclusions in relation to diversity data.

Figure 54: Composition of staff who submitted a grievance



Key messages

- Male staff were proportionally more likely to submit a grievance this year than female staff, with nearly three quarters of submissions. This is an increase on last year where male staff submitted just over two thirds of grievances (68%).
- Just over three quarters of submitters had ethnicity data; of these, five per cent (5%) identified as other than White. This is a decrease on last year where nearly one in ten submitters (9%) identified as other than White.
- Just under a quarter of submitters had disability status data; of these five per cent (5%) identified as disabled. Last year no submitters were disabled.
- One in five submitters (20%) were aged 18-34, two thirds (66%) were aged 35-49, up on fifty-eight per cent last year (58%), and fourteen per cent (14%) were aged 50-79, down on twenty-one per cent last year (21%).
- Just over forty per cent (41%) of submitters had sexual orientation data; of these, like last year, no submitters identified as a gay man, lesbian or bisexual.
- Nearly one in five submitters identified as Christian.
- A smaller proportion of part time staff submitted grievances than would be expected with two per cent (2%) of all grievance submitters being part time, compared with six per cent (6%) strength in the organisation.

3.5 Disciplinary

Eighty-two (82) staff were in receipt of internal misconduct allegations this year while twenty-seven (27) staff received public complaints. As the numbers of cases remain small and in the absence of more extensive diversity data, it is not feasible to draw any meaningful conclusions in relation to diversity trends.

Religion or belief and age data has been included this year for the first time; data collection issues prevented their entry in the 2006/2007 SES Progress Report.

Internal Misconduct Allegations

Key messages

- Eighty-three per cent (83%) of internal allegations referred to male staff, a slightly bigger proportion than last year.
- Sixty-two per cent (62%) of staff in receipt of internal allegations had their ethnicity data recorded; of these, eight per cent (8%) referred to staff from an ethnic background other than White, increased from six per cent (6%) last year.
- Like last year, no staff in receipt of internal allegations had their disability status recorded.

NOT PROTECTIVELY MARKED

- Half of all internal allegations referred to staff aged 35-49, while just over a quarter (27%) referred to staff aged 18-34 and just under a quarter (23%) referred to staff aged 50-79.
- Just under a third of staff (30%) in receipt of internal allegations had their sexual orientation data recorded; of these, like last year, no staff identifying as a gay man, a lesbian or bisexual received allegations.
- One in five staff (20%) in receipt of internal allegations had their religion or belief data recorded; of these, three quarters (76%) were Christian.

Public Complaints

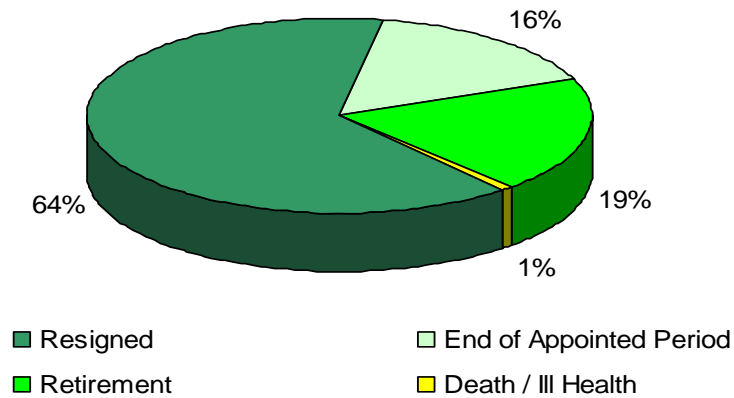
Key Messages

- Like last year, most public complaints referred to male staff, with ninety-six per cent (96%) of complaints, increased from eighty-six (86%) last year.
- Less than three quarters of staff (70%) in receipt of public complaints had their ethnicity data recorded; of these, like last year, no complaints referred to staff from an ethnic background other than White.
- Like last year, no staff had their disability status recorded.
- Nearly two thirds (63%) of public complaints referred to staff aged 35-49, while just over a fifth (22%) referred to staff aged 50-79 and 15% referred to staff aged 18-34.
- A third of staff in receipt of public complaints had their sexual orientation data recorded; of these, like last year, no staff identifying as a gay man, a lesbian or bisexual received complaints.
- Just under a quarter (23%) of staff in receipt of public complaints had their religion or belief data recorded; of these, two thirds were Christian.

3.6 Retention

During the course of the year, three hundred and twelve (312) staff left the organisation. There remains a high level of unknown data; for example, among the leavers over a quarter (26%) of ethnicity data, ninety-seven per cent (97%) of disability status data, twelve per cent (12%) of age data, nearly two thirds (64%) of sexual orientation data and nearly eighty per cent (79%) of religion or belief data, was not known; meaningful conclusions cannot be made.

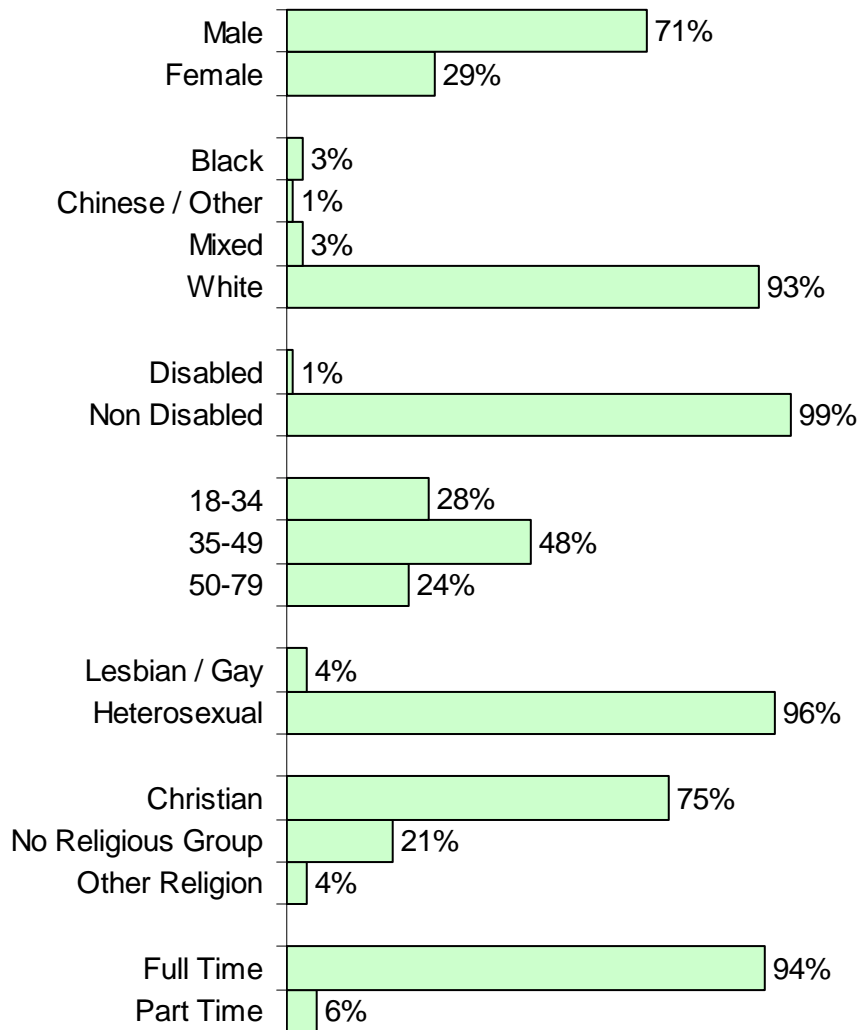
Figure 55: Composition of leavers by reason



Key messages

- The proportion of leavers resigning increased from just over half (54%) last year to nearly two-thirds (64%) this year.

Figure 56: Composition of all leavers by diversity data

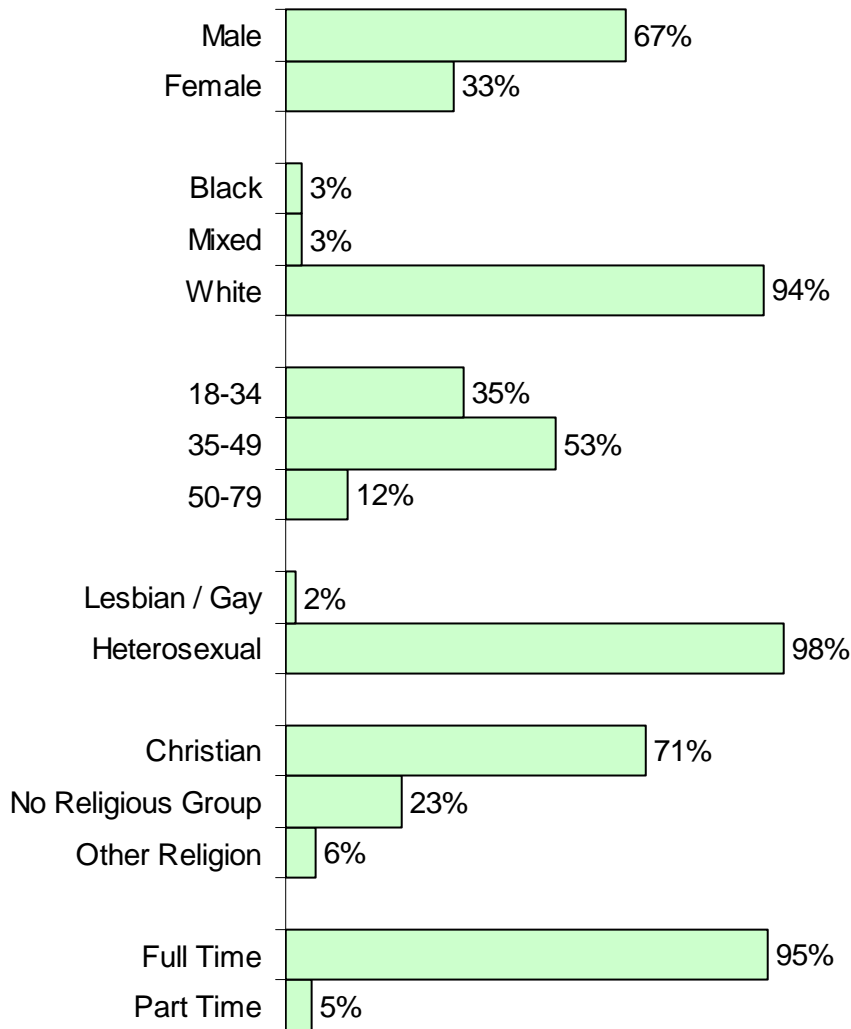


Key messages

- Twenty-nine per cent (29%) of leavers are female, down from thirty-one per cent (31%) last year.
- Of the three quarters of leavers who had ethnicity data recorded, seven per cent (7%) identify as from an ethnic background other than white, down from ten per cent (10%) last year.
- Three per cent of leavers had their disability status recorded; of these, one per cent (1%) are disabled, down from six per cent (6%) last year.
- The proportions of leavers by age category are similar to those of last year.
- Just over a third of leavers had their sexual orientation data recorded; of these, four per cent (4%) identify as bisexual, lesbian or gay, dropping from nine per cent (9%) last year.
- Just over one in five leavers had their religion or belief data recorded; of these, three quarters have a Christian belief.
- Six per cent (6%) of leavers were part time workers.

The following chart relates to the one hundred and ninety-nine (199) leavers who resigned or voluntarily returned to force.

Figure 57: Composition of staff who resigned by diversity data



Key messages

- The proportion of resigning leavers that were female dropped from thirty-six per cent (36%) last year to a third this year.
- Eighty-seven per cent (87%) of resigning leavers had their ethnicity data recorded; of these, six per cent (6%) identified as from an ethnic background other than White, down from thirteen per cent (13%) last year.
- Just over a third of resigning leavers had their disability status recorded; of these no staff who identified as disabled resigned this year; this compares to disabled leavers making up eleven per cent (11%) of the total leavers resigning last year.
- Staff aged 18-34 made up thirty-five per cent (35%) of all resigning leavers, compared to thirty-nine per cent (39%) last year. The proportion of resigning leavers aged 35-49 increased from forty-nine per cent (49%) to over half (53%). The proportion of resigning leavers aged 50-79 remained static.

NOT PROTECTIVELY MARKED

- Of the forty-four per cent (44%) of resigning leavers who had their sexual orientation data recorded, two per cent (2%) identified as a gay man, lesbian or bisexual, compared to thirteen per cent (13%) last year.
- A quarter (26%) of resigning leavers had their religion and belief data recorded; of those, staff with a Christian belief made up seventy-one per cent (71%) of all resigning leavers.
- Five per cent (5%) of resigning leavers were part time.