

Equality in Ofsted

This seventh annual employment report focuses on equal opportunities in employment and covers the period April 2013 to March 2014.

The 2013–14 employment report will be published on GOV.UK. Please direct any questions or comments, in the first instance, to Ofsted’s HR Director.

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Introduction

Ofsted aims to be an exemplary employer with a diverse and effective workforce. We ensure that the promotion of equality and human rights and the elimination of discrimination and harassment are embedded in every area of our practice, including employment.

This is our seventh annual employment report. Since our first report, we have implemented a number of changes to our structures and processes, more recently through the 'promoting improvement' programme, in January 2013, in which regional inspection teams were introduced. These changes have been prompted by efficiency gains, service needs and our continuous efforts to find better ways of working.

At the end of 2013–14:

- we employed 1,274 individuals (1,226.9 full-time equivalent) – an increase of 36 or 3% on the previous year
- Five hundred and eighty-two (45.7%) employees were directly engaged in frontline inspection
- Seven hundred and fifty-four (59.2%) employees were female (from 60.0% at 31 March 2013)
- One hundred and thirty-one (10.3%) employees identified themselves as having a black and minority ethnic background (from 12.0% at 31 March 2013)
- Eighty-three (6.5%) employees identified themselves as disabled (from 6.9% at 31 March 2013)
- Forty-five (3.5%) employees identified themselves as lesbian, gay, or bisexual (from 4.0% at 31 March 2013).

The information contained within this report is taken as at 31 March 2014, unless otherwise stated. All employee numbers throughout the report are shown as a headcount unless otherwise stated.

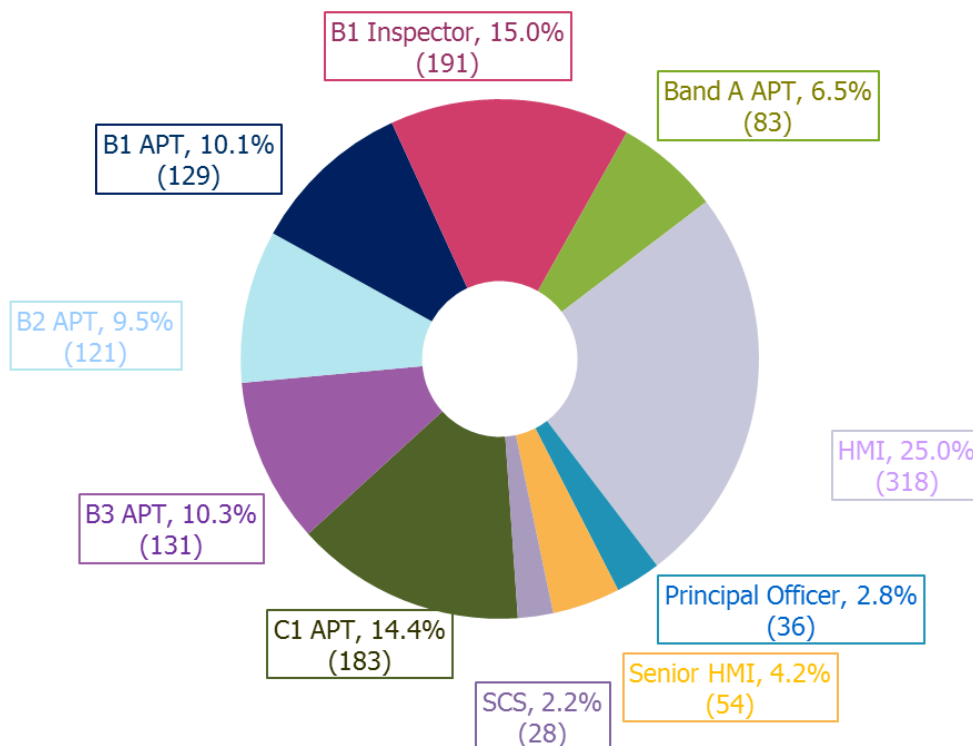
Please note that percentages in all following sections have been rounded and may not add up to 100.

Unless otherwise stated, all wider civil service comparisons have been sourced from the annual Civil Service employment survey, 31 March 2013, produced by the Office for National Statistics.

Overview of the workforce equality profile

Grade profile

Figure 1: Grade breakdown



In line with our aim to focus more resources on the frontline of inspection, the numbers of Her Majesty’s Inspectors (HMI) increased by 16 and Senior HMI by 21 from the previous year. The introduction of additional Band A roles on the frontline of inspection increased the number of employees at this grade from 65 to 83 as at 31 March 2014.

Ethnicity profile

Table 1: Ethnicity categories of employees since March 2010

Ethnicity category	Mar-10 %	Mar-11 %	Mar-12 %	Mar-13 %	Mar-14 %
Black and minority ethnic	11	11	11	11	10
White	82	82	84	83	83
Ethnicity not known / not declared	6	6	5	6	7

Black and minority ethnic includes Black, Asian, Mixed and other ethnic backgrounds
 White includes White and Other White

Figure 2: Ofsted compared with Civil Service – black and minority ethnic breakdown (where declared)

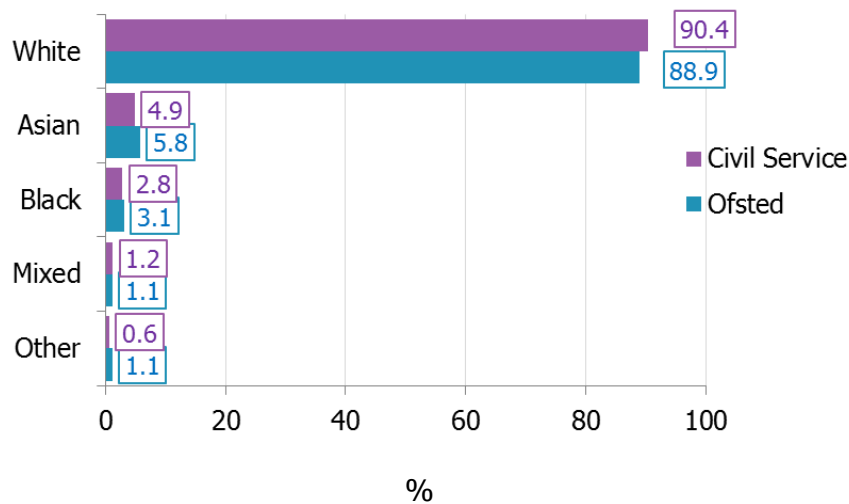
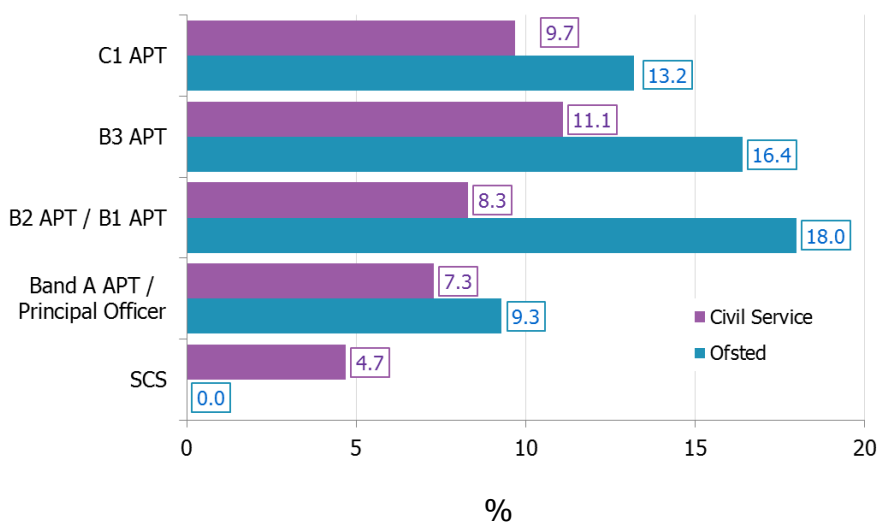


Figure 3: Ofsted compared with Civil Service – black and minority ethnic % by grade (where declared)



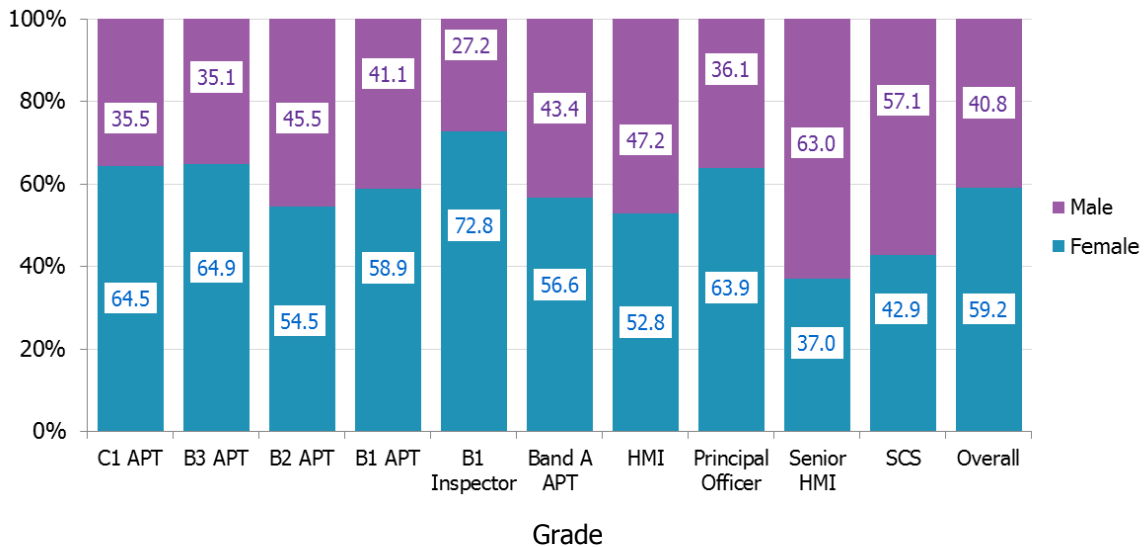
B1 Inspector / HMI / Senior HMI are specialist grades; therefore no relevant data is available from the wider Civil Service to allow comparison.

Our overall percentage of known black and minority ethnic employees (11.0%) continues to compare favourably with Civil Service figures (9.6%).

Ofsted also continues to compare favourably with the Civil Service average in relation to the ethnicity of staff across most grades, except at the Senior Civil Service (SCS) grades. We are currently exploring options to improve the diversity of our inspectors, which will ultimately feed into the range of talented employees available for future SCS posts. Further analysis and interventions will also be needed for administrative, professional and technical (APT) posts to ensure a strong and diverse range of talented employees across the whole of Ofsted’s senior workforce.

Gender profile

Figure 4: Gender split by grade



The proportion of female to male employees continues to balance, altering from 72:28 (as reported in March 2008), to 60:40 last year, to 59:41 at 31 March 2014.

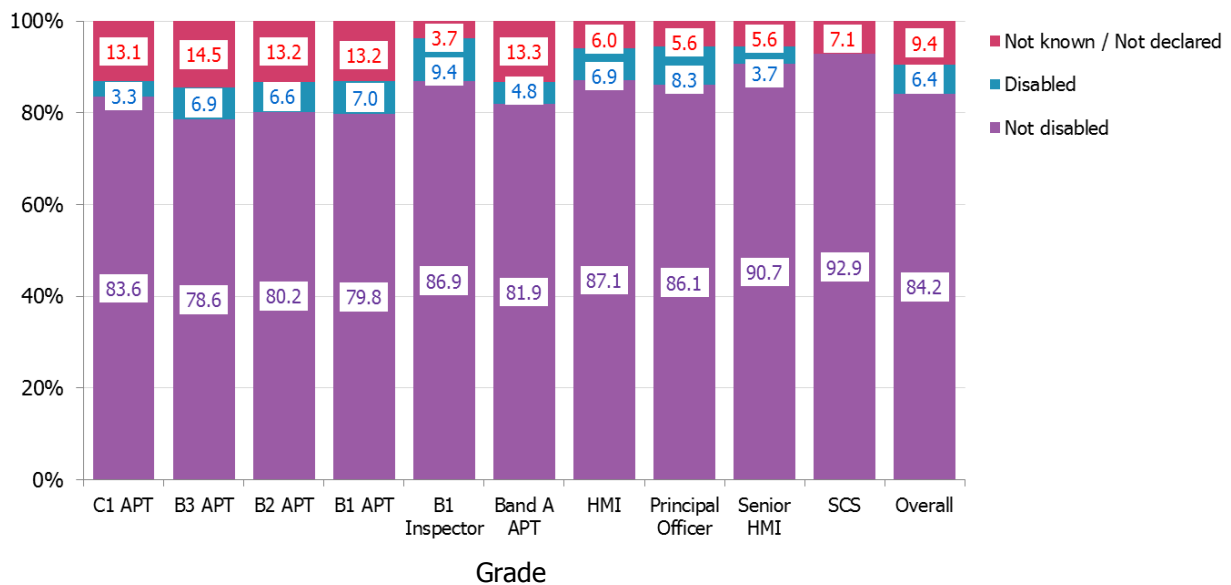
At 42.9%, the proportion of female employees within the SCS grades shows an increase of 9.6% on last year, and is also 6.8% higher than the Civil Service percentage of female SCS.

Besides the SCS grades, the Senior HMI grade is the only grade that has a larger male population. Over the coming year, as this newly established grade is embedded in the organisation and further recruitment takes place, we expect the gender split to become more balanced in this area.

The B1 Inspector grade has the highest proportion of female employees, at 72.8%. This is unusual compared with the wider Civil Service, where the lower grades (C1 and B3) have a higher proportion of females. It reflects the demographic of the sectors from which we recruit to posts in this grade.

Disability profile

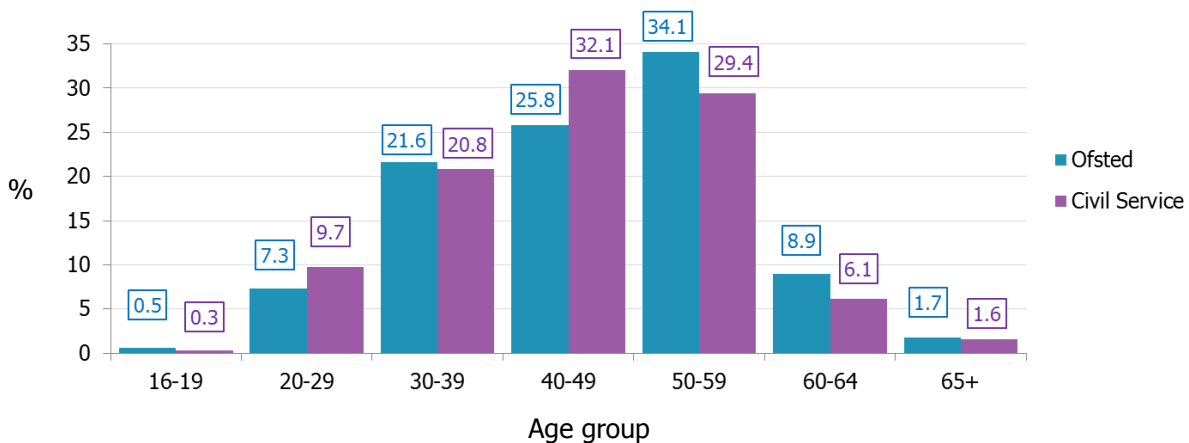
Figure 5: Disability breakdown by grade



Of the total workforce, 6.4% declared themselves as disabled. This has decreased from 7% in 2013. Our proportion of disabled staff compares favourably to the Civil Service figure of 3.2%.

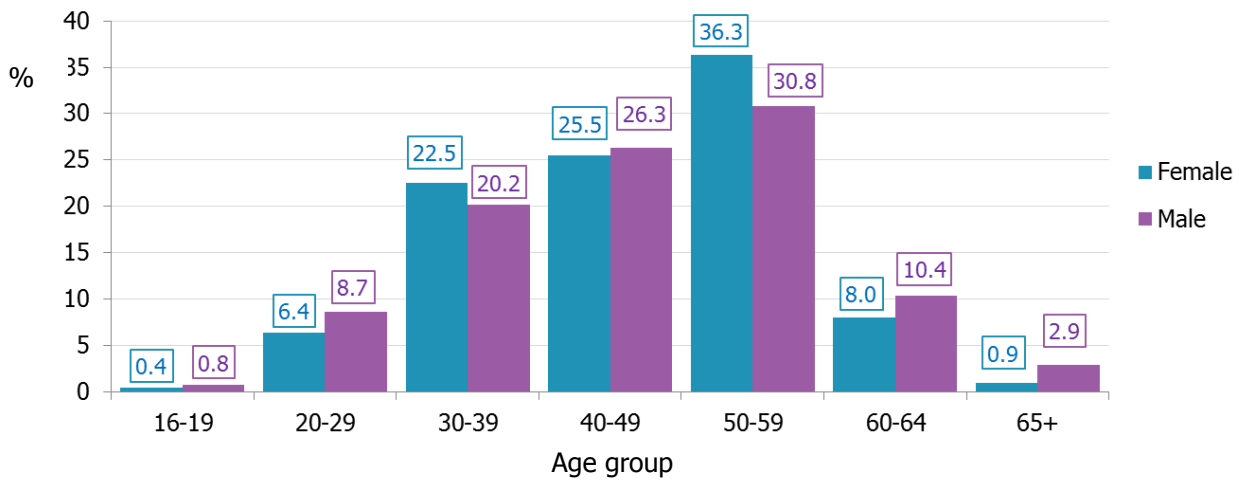
Age distribution

Figure 6: Ofsted compared with Civil Service – age distribution



Our workforce age profile continues to show that we have an older workforce compared with the wider Civil Service. As reported in previous years, this overall age distribution is influenced by the requirement for significant experience at a senior level before individuals are able to work in an HMI role.

Figure 7: Age distribution by gender – %s derived from gender population



In line with the profile shown in Figure 6, the most employees across the organisation are in the 50–59 age category, with the proportion of females in this category being particularly high in comparison to other categories. This reflects the gender patterns shown in Figure 4, which shows that our inspector grades have a larger proportion of females.

Sexual orientation profile

Figure 9: Sexual orientation breakdown of whole workforce

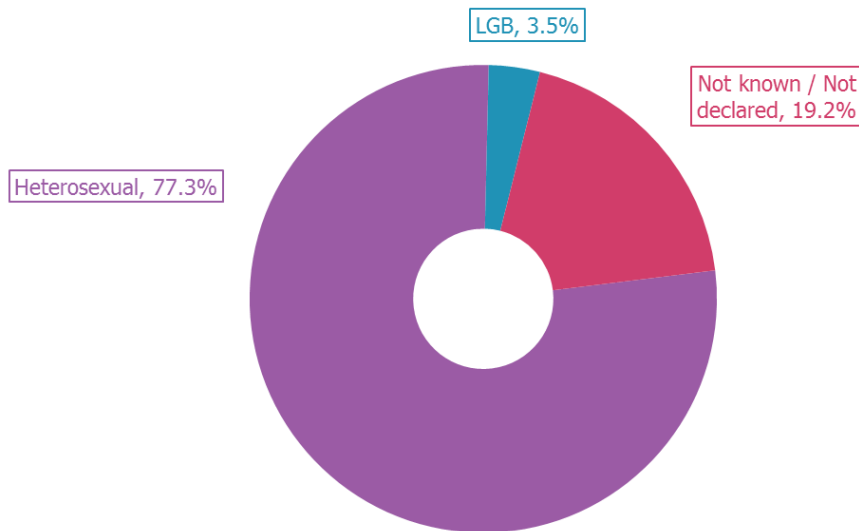
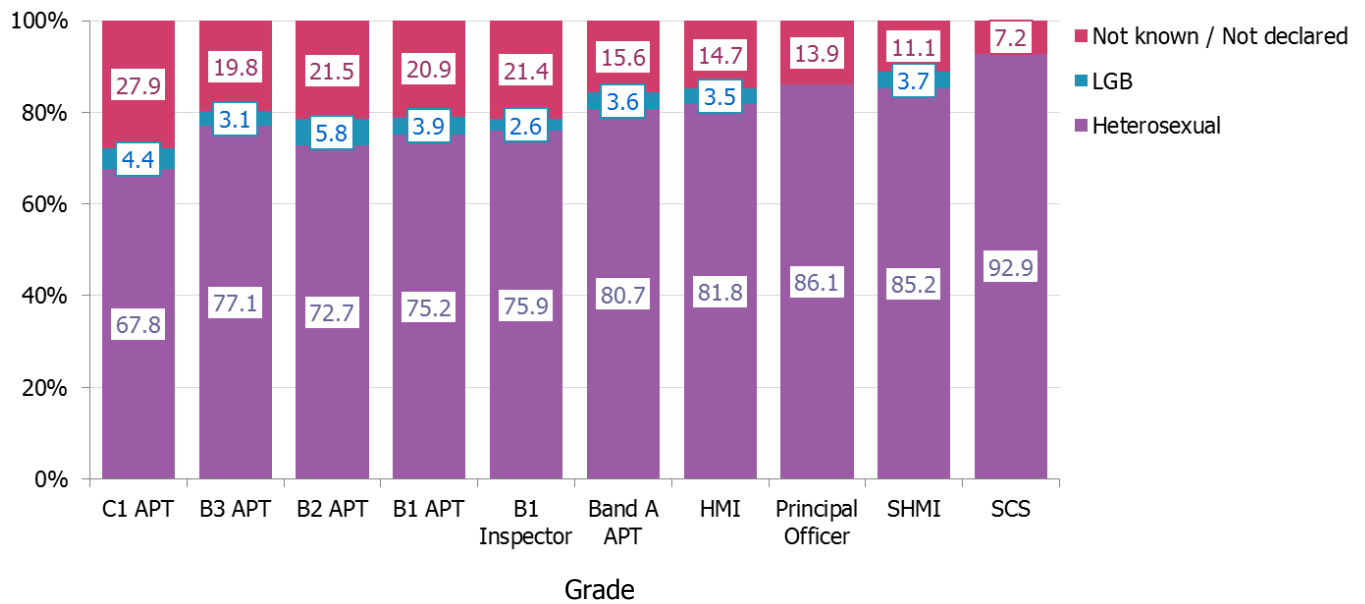


Figure 10: Sexual orientation breakdown by grade



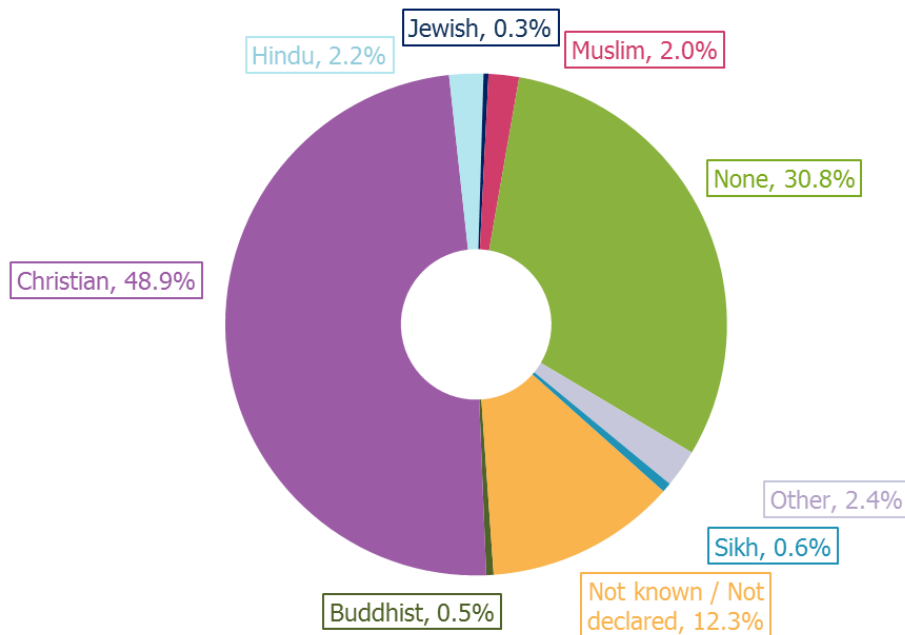
Lesbian, gay or bisexual (LGB) employees have some representation in most grades in the organisation.

Sexuality remains a category where we support the wider Civil Service view that individuals have a right to refuse to reveal these data. Despite this, we continue to see a trend of increasing disclosure levels among our LGB employees. About 81% of the workforce disclosed their sexuality this year compared with 78% the previous year, and 59% two years ago.

Ofsted has an active LGB and T (lesbian, gay, bisexual and transgender) staff diversity forum that meets face to face in January and June but also virtually throughout the year. They have provided feedback on education frameworks and have been involved in developing and designing training for all inspectors.

Religion/Belief profile

Figure 11: Religion of employees



Eighty-eight per cent of employees declared their religion or belief, an increase of 3% on last year and 4% on the previous year. The most common religion/belief remains Christian, followed by 'no religion', as has historically been the case.

Work on raising awareness of the needs of our staff who hold religious beliefs has continued, with the publication of the interfaith calendar and guidance for managers on supporting different religions or beliefs.

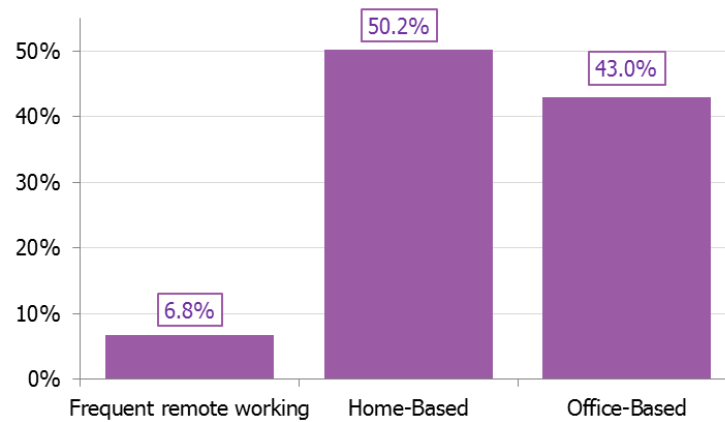
Comparison data for the Civil Service is not available.

Working patterns/flexible working profile

Eighty-nine per cent of our employees work full time. This high percentage reflects the nature of our work and the need for continuity of expertise during inspections. With only 11% of employees working part time, it is impossible to draw conclusions from a diversity breakdown of all part-time employees.

During 2013–14, 57% of our workforce worked from home for two or more days per week, assisting reductions in the cost of the estate and giving employees greater flexibility. The profile of working arrangements is illustrated in the following table.

Figure 12: Breakdown of working arrangements



Recruitment throughout 2013–14

Figure 13: Recruitment stages reached by applicant type for SCS and inspection posts

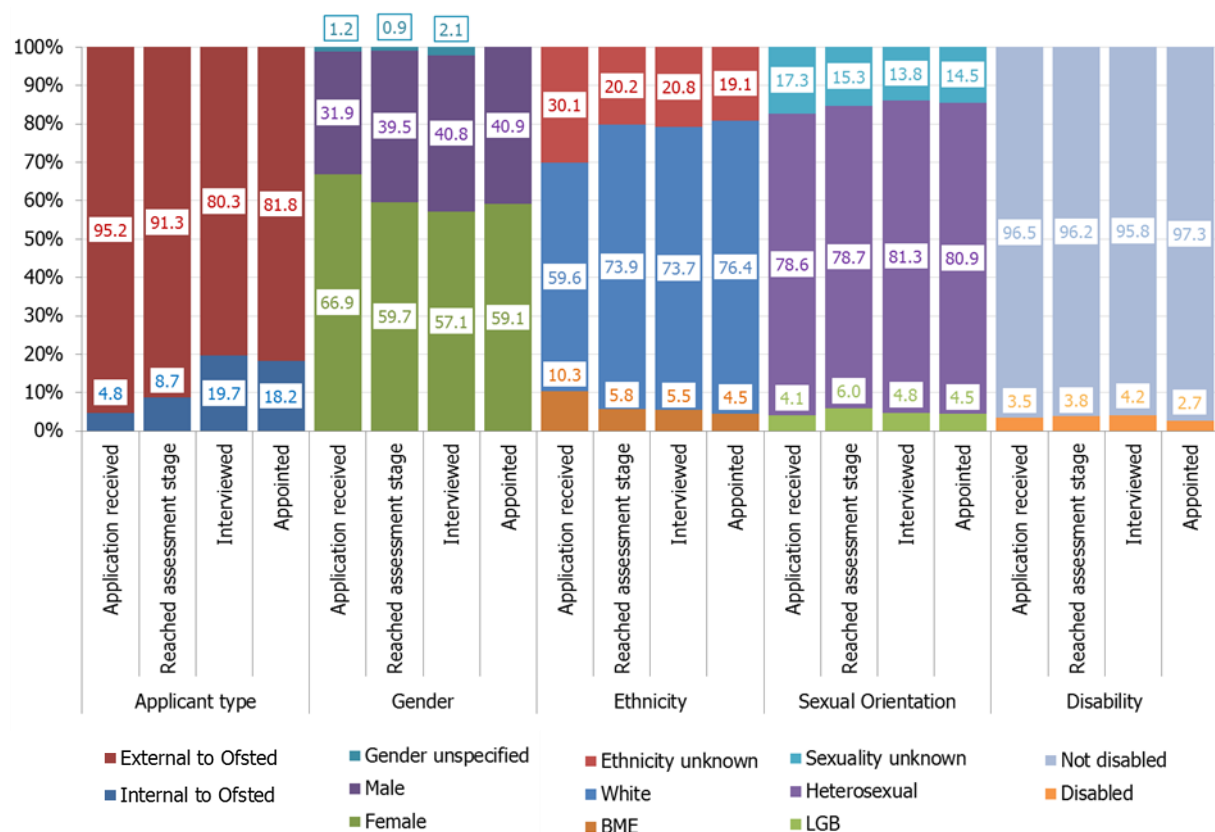
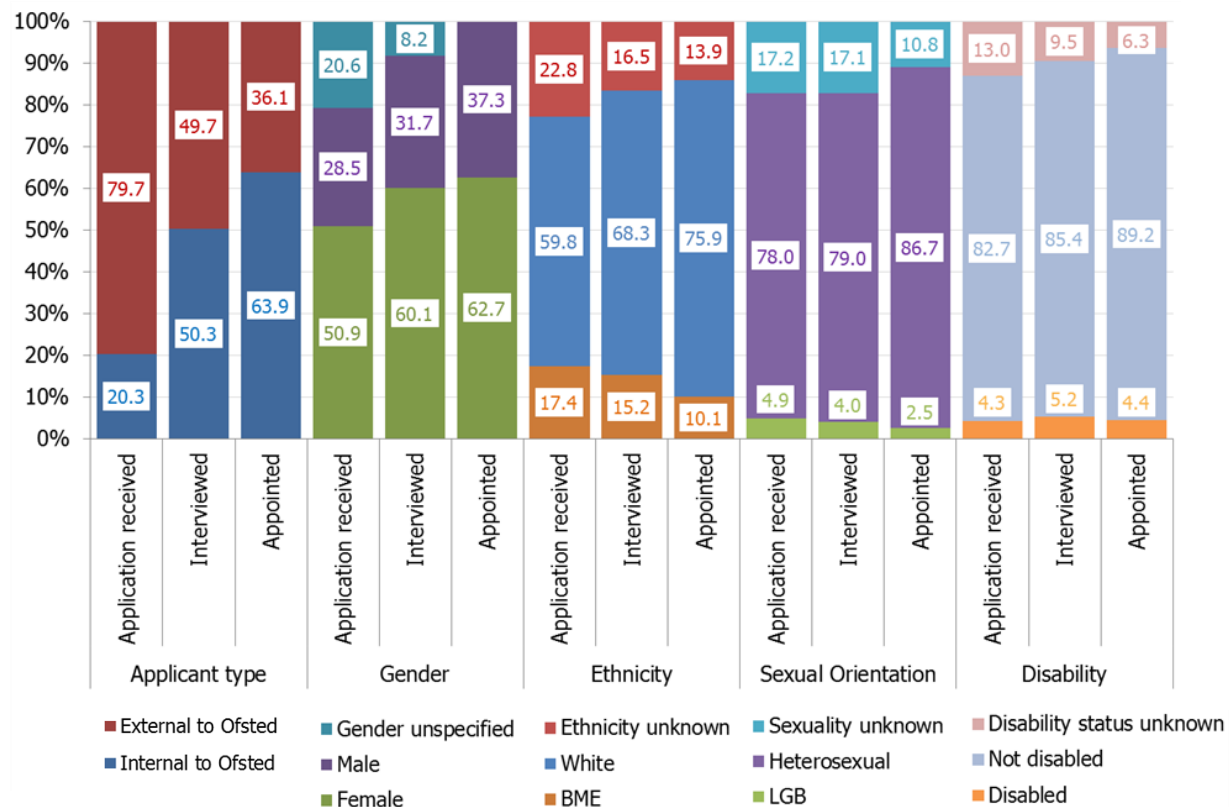


Figure 14: Recruitment stages reached by applicant type non-SCS, non-inspection posts



This year we have split the recruitment stages reached by applicants for senior and SCS posts, and non-SCS, non-inspection posts. For our SCS and inspection posts, we continue to fill most vacancies with external candidates due to the skills and experience required for the roles. However, internal candidates are proportionately more successful than external candidates.

Female candidates make up the majority of successful applicants. This reflects our workforce profile and the professional populations from where we generally recruit.

A greater proportion of black and minority ethnic candidates have been successful at securing non-SCS, non-inspection posts, in comparison to SCS and inspection posts. This reflects the relatively non-diverse professional populations from where the majority of our inspectors are selected. Our overall proportion of successful black and minority ethnic candidates is 7.8% (not shown in the graphs). This is a substantial improvement on the 2.5% reported last year.

LGB candidates have been more successful in securing SCS and inspector posts. The proportion of successful LGB candidates for these roles shows a slight increase in comparison to the proportion who initially apply.

Our overall rate of successful disabled candidates has fallen this year from 5.8% to 3.7% (not shown in the graphs), despite our continued implementation of the guaranteed interview scheme for disabled candidates.

Retention and turnover throughout 2013-14

Table 2: Numbers of joiners and leavers breakdown by gender, disability and ethnicity

Diversity category	Joiners		Leavers	
	No.	%	No.	%
Men	80	47.6	74	48.4
Women	88	52.4	79	51.6
Not disabled	147	87.5	126	82.4
Disabled	6	3.6	10	6.5
Disability not known / not declared	15	8.9	17	11.1
White	128	76.2	121	79.1
Black and minority ethnic	11	6.5	19	12.4
Ethnicity not known / not declared	29	17.3	13	8.5

The table above illustrates the diversity breakdown of employment turnover.

One hundred and sixty-eight employees joined Ofsted between 1 April 2013 and 31 March 2014, and 153 left during the same period.

The gender balance of those leaving the organisation was more even this year, unlike last year which saw a significantly high proportion of females leaving (65%).

Our proportion of joiners who have declared themselves as black and minority ethnic (6.5%) is similar to the Civil Service proportion of 7.2%. However our proportion of black and minority ethnic leavers is 7.0% higher than the Civil Service at 12.4%.

Profile of disciplinary and grievance cases

Table 3: Summary of disciplinary and grievance numbers by ethnicity, gender and disability from 1 April 2013 to 31 March 2014

Diversity category	Disciplinary	Grievance
Black and minority ethnic	2	2
White	13	12
Ethnicity not known / not declared	2	1
Women	9	12
Men	8	3
Disabled	2	4
Not disabled	15	9
Disability not known / not declared	0	2

Disciplinary case numbers reduced during 2013–14, with a total of 17 cases, compared with 26 cases in the previous year. There were 15 grievances, including appeals against the outcome of performance-related pay (PRP) decisions. This was a reduction from 20 in the previous year.

With the low number of disciplinary and grievance cases (a total of 32 from a workforce of 1,274), caution should be exercised in drawing any diversity related conclusions from this data.

Pay and reward throughout 2013-14

The 2013–14 pay award commenced on 1 April 2013. While this maintained the core principles of the established pay strategy, the award also aimed to effectively underpin the delivery of Her Majesty’s Chief Inspector’s ambitious agenda to improve education and the services provided to children and young people.

Ofsted’s pay arrangements are based on a single salary model – one of the purest forms of equal pay for equal work. We aim to continue to recruit and retain a skilled and motivated workforce within a pay framework that is attractive, affordable, equitable, transparent and simple to understand.

Performance management throughout 2013-14

We operate both performance management and performance-related pay (PRP) schemes for all of our staff. Performance is measured and assessed against the achievement of objectives, grade competencies and our core values. Performance agreements also include assessed objectives that make specific reference to the promotion and development of equality and human rights issues.

Overall performance is rated at the mid-point and at the end of each year in three bands, Band 1 being the highest.

- Black and minority ethnic employees rated in Band 1 again increased from 15.6% in 2012–13 to 16.4% in 2013–14. This compares with 23.7% of staff overall being rated in this top performance band.
- There was a slightly increased differential between male and female staff in Band 1 in 2013–14, with 26.7% of women being rated as Band 1 compared to 21.4% of men (22.4% and 20.7% respectively in 2012–13). However, as the proportion of individuals receiving a Band 1 rating has increased for both groups and both are still within a similar range, this does not give rise to any immediate concerns.
- The proportion of disabled staff rated as Band 3 has reduced from 3.4% last year to 1.4% this year. However, this group continues to receive a lower proportion of Band 1 ratings (16.9%) compared to the overall picture.
- LGB colleagues again received the highest proportion of Band 1 ratings (27.8%).

Learning and development throughout 2013–14

Equality and human rights are integral to all our learning and development activity. Employees are required and encouraged to take part in a wide range of learning and development opportunities.

During 2013–14, the following interventions took place to support employees and ensure that we promote equality, value diversity and challenge unfair treatment:

- Corporate induction courses and specialist technical induction training for inspectors and managers included interactive presentations from the Head of Equality and Human Rights and LGBT staff forum.
- Annual review of managers' induction programmes to ensure that all new managers gain the knowledge, skills and understanding of equalities and are able to uphold the organisation's values in their management role.
- A bespoke online learning package in equalities continued to be mandatory for all new inspectors, with APT employees completing the Civil Service Learning equality and diversity e-learning package.

- We continued to support the inspector shadowing scheme for aspiring college and school senior leaders, for Black and Asian people, accessed through the Network for Black Professionals.

Table 4: Course take-up by ethnicity, disability, gender and sexuality from 1 April 2013 to 31 March 2014

Course take-up by diversity category	%
Female	61.3
Male	38.8
Disabled	7.6
Non-disabled	88.4
Disability status unknown	4.0
Black and minority ethnic	7.9
White	85.6
Ethnicity unknown	6.6
LGB	3.4
Heterosexual	80.5
Sexuality unknown	16.1

Equality and diversity actions

Actions identified in the 2013-14 report

- We will continue to embrace diversity in all our development activity and offer development to assist individuals to recognise and challenge inequality.
- We will continue to encourage applicants from protected groups to join our workforce in all roles, subject to the Civil Service vacancy filling scheme.
- Our People Strategy was launched in November 2013 and includes commitments to continue to embrace equality and value diversity as an organisation, while maintaining a working environment where the dignity of all is respected. Success will be measured through a variety of performance indicators, including our staff survey.
- We will undertake a variety of employee engagement activities and raise awareness of internal stories that demonstrate how individuals have been able to fulfil their potential or challenge inequality.
- We will continue to monitor the impact of reductions and changes in the structure of the workforce on our diversity profile.

Progress against the 2013–14 actions

- During the year, we continued to ensure that our induction programmes, including specialist technical induction, have interactive presentations from the Head of Equality.
- A 'raising awareness' series was launched on equality issues and specific training was delivered to our inspection workforce on homophobic bullying.
- All development programmes ensured that equality and human rights are firmly embedded and individuals were given the appropriate support to challenge inequality.
- We retained the Silver status award for Investors in People during 2013/14. It was found that "Equality of opportunity in relation to learning and development was considered embedded at Ofsted through regular performance management and the line management one-to-ones, everyone felt they had equal access to opportunities". 'Valuing peoples' differences' is one of our four core values. This was found to be applied both internally and externally.
- We committed to the Civil Service 'Summer diversity internship' programme, which aims to provide work experience to undergraduates who are from black and minority ethnic backgrounds and/or disabled.
- We continued our commitment to the Black Leadership Initiative to offer shadowing (of schools inspection) opportunities via the Network of Black Professionals.
- Our Staff survey results in 2014 reported the following improvements from the previous survey from staff from the following groups:
 - Disabled – positive responses increased by 7 percentage points for the 'My manager' and 'My team' sections. This this could be due to the reasonable adjustment passport having an impact since it was launched.
 - LGB – positive responses increased by 7 percentage points overall from the LGB population in the 'Learning and development' section.
 - BME – positive responses in the 'Learning and development' section increased by 13 percentage points from those who identified themselves as being of mixed ethnicity and by 9 percentage points from those identifying themselves as Black or Black British. The 'My manager' section saw the number of positive responses increase by 14 percentage points from those identifying themselves as Asian or Asian British including Chinese.
- We continue to run our staff forums where individuals from all grades have the opportunity to express their views. Each forum is chaired by a member of our SCS who will ensure that actions are followed through and reported on.
- We have appointed a Head of Engagement and Change with a fully resourced engagement team to support the wider engagement strategy.

Actions 2014–15

- We will develop specific learning resources for inspectors focusing on LGBT issues.
- We will support the wider Civil Service 'talent action plan' for underrepresented groups.
- We will research and develop unconscious bias training, launched in 2015.
- We will undertake a review of the People Champions group to ensure that employees continue to have a communication channel to express their views and share their stories of both good practice and areas for improvement.
- We will extend the occupational health contract to cover provision of specialist advice on dyslexia.
- We will continue our commitment to the Black Leadership Initiative, and offer inspection shadowing opportunities via the Network of Black Professionals.
- We will develop talent management proposals for black and minority ethnic staff who have been recognised as high performers.

Annex A. Ofsted grade structure

Ofsted's current grade structure broadly compares to the wider Civil Service grades, as outlined in the table below.

Ofsted grading structure and Civil Service (CS) equivalent	
Senior Civil Service (SCS)	
Inspector job family	APT job family
Senior HMI CS equivalent – Grade 6	Principal Officer CS equivalent – Grade 6
HMI CS equivalent – Grade 7	Band A APT CS equivalent – Grade 7
B1 Inspector CS equivalent – Senior Executive Officer	B1 APT CS equivalent – Senior Executive Officer
	B2 APT CS equivalent – Higher Executive Officer
	B3 APT CS equivalent – Executive Officer
	C1 APT CS equivalent – Administrative Officer