DFID
Department for International Development

Stonewall
TOP 100 EMPLOYERS
2010

POSITIVE ABOUT DISABLED PEOPLE

ANNUAL DIVERSITY REPORT

2009/10

'DFID celebrates the diversity of its staff by maximising the potential of everyone to make an effective contribution to poverty elimination.'

Age Aware *Employer*

DIVERSITY TEAM
Lesley McGarvie
Neelam Banga

APRIL 2010

INVESTORS IN PEOPLE

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DFID's Values

Ambition and determination to eliminate poverty

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MESSAGE FROM DFID's DIVERSITY CHAMPION

I am pleased to present DFID's seventh Annual Diversity Report. There is overwhelming evidence that diverse institutions are more resilient, more creative and more flexible, and enable staff to feel valued, manage change and deliver more. Building diversity and inclusion into our day-to-day business is not an optional extra – it's a core part of being an effective organisation.

I'm equally pleased to be taking on from Andrew Steer the role of Diversity Champion. Success in this area depends on all of us across DFID. However I recognise the importance both of clear leadership in this area, and of setting examples at senior level through our own behaviour and approach to issues.

Sexual orientation and disability have been key priorities for DFID in the last couple of years. This report outlines the progress made. For the second year DFID is recognised in Stonewall's Top 100 gay-friendly organisations; and for the first time DFID took part in a disability benchmarking standard run by the Employers' Forum on Disability, where we achieved a silver rating.

It's also good to note the creation of the **Global Diversity Network** in 2009. The aim of this group is to share good practice and embed diversity in all DFID offices through practical actions. It is encouraging to see that diversity is already being mainstreamed in many UK divisions and overseas offices aligned to DFID's Diversity and Equality Strategy.

Looking to the future, we still have important work to do – much of which is set out in the Report, and I look forward to working with many of you as we implement this. I hope that you will take the time to read this report. If you have ideas about the way forward, we want to hear them. We want to see behaviour change in the way we take account of equality and diversity in everything we do.

Richard Calvert
Director General, Corporate Performance

SECTION 2 – DIVERSITY IN DFID

2.1 Diversity is a core business issue for DFID. We work with poor and marginalised sections of society in a huge variety of settings overseas, and as an organisation we rely on a huge variety of skills and people from many different backgrounds. The current UK legislative duties placed on public sector bodies to promote equality and diversity do not technically apply to our work overseas, but we have a clear commitment to deliver equality and value diversity in all that we do.

Overview

2.2 DFID aims to mainstream diversity in everything that we do. We are making a shift from simply meeting legislative requirements to working more in partnership with others. The dedicated Diversity team is working with colleagues in HR Division, DFID's Diversity Champions, the Equity and Rights Team in our Policy Division, and the Chairs of DFID's Diversity Groups and Networks to be innovative and creative, and to build an organisation that values different perspectives, experiences and capabilities, and one that drives the integration of diversity, equity and fairness into all our practices and processes. Examples of this include working with the business to repackage our guidance for working flexibly, and setting up the Global Diversity Network to integrate diversity in our overseas offices (more detail can be found at Annex A).

2.3 DFID has been collecting equality and diversity information over the last three years to identify trends. Detailed diversity monitoring is at Annex B of this report. This enables us to assess progress, investigate the reasons for inequalities and put in place suitable actions where we need to do more.

Behaviour and Culture Change

2.4 In seeking to move from compliance towards behaviour and culture change, we are pleased to have received recognition from external organisations, including in the two priority areas identified by the Management Board last year (disability and sexual orientation). We recognise the importance of benchmarking with wider organisations, and of learning for the future. Equality Impact Assessments also supply a useful source of information on internal impact and measurement. For more detail see annex A section 1.

Leadership and Accountability

2.5 DFID's commitment to leadership and accountability for diversity is represented at senior levels. The Management Board have both supported and launched initiatives, and we are actively involved in the Cabinet Office task groups. More information is at Annex A section 2.

Talent Management

2.6 A variety of mentoring/coaching schemes are available across DFID to enhance interaction and understanding of diversity. For more detail see Annex A section 3.

Representation

2.7 DFID has exceeded the Civil Service 2013 target (5%) for black, ethnic minority staff in the Senior Civil Service (12%). 33% of DFID's SCS are women against a Civil Service target of 39%. However, we currently have twelve female staff on discretionary leave or secondments/loan. When included, this equates to 45 percent of women in DFID's SCS.   For Senior Civil Service staff with a disability we have 2% against a DFID target of 3%. More information is at Annex B section 2.

2.8 Added value often comes from a diversity of perception, thinking and approach, which are more likely when a group is made up of people from different backgrounds. Examples include the DFID Kenya and Somalia office, which helped individuals raise self awareness, understand the benefits of other people's diversity and create a safe environment to challenge perceptions. By increasing the involvement of employees, whose full contribution we have previously failed to engage, the quality and quantity of our delivery will increase.

SECTION 3 – LOOKING AHEAD 2010/11

3.1 The public sector is facing unprecedented change and significant budget cuts, and diversity can play a key role as a source of creative solutions that support organisational motivation and delivery. Deep rooted organisational values that respect employees, customers and communities are essential to successful delivery of *Our Strategy for Delivering Diversity and Equality in DFID*. Priorities for 2010/11 include:

3.2 *Legal*
- merging DFID's existing Equality Schemes on disability, race, and gender into a single scheme and extending to include age, gender identity, pregnant mothers and maternity, religion/belief, sexual orientation and socio economic backgrounds to meet requirements of the single Equality Bill;

- facilitating changes to the procurement process to ensure organisations contracted by DFID demonstrate a commitment to fairness and equality (review of standard tender documents);

- evaluating our equality impact assessment toolkit to ensure that we continue to meet legal standards set by the Equality and Human Rights Commission (taking into account recent judicial reviews of Job Centre Plus and the Scottish Office);

3.3 *Mainstream*
- reviewing how the messages of equality and diversity are covered in the induction process;

- tackling robustly the issues thrown-up by the People Survey as regards bullying/ harassment and work life balance;

- working in partnership with the new Learning and Development Team as initiatives evolve;

- exploring what more can be done to increase the number of women in DFID's SCS, particularly in view of reducing number of SCS posts;

- exploring issues in relation to valuing staff from different professional or other backgrounds, including those with backgrounds outside the civil service or international development;

- work will be scoped out to explore further the reasons for staff leaving DFID;

3.4 *Communications*
- strengthening the Global Diversity Network to raise the profile of diversity in everything that we do;

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3.5 *Data Management*

- improving collection of personal data, for more effective monitoring of equality and diversity in employment (align the completion of diversity data to mandatory update of job details (Census) or access to payslips).

Highlights of the achievements DFID has made in delivering *Our Strategy for Delivering Equality and Diversity in DFID* around four themes: Behaviour and Culture Change; Leadership and Accountability; Talent Management and Representation.

Behaviour and Culture change

Aim: Dignity and respect for all. We are inclusive and confident. Equality and diversity are fully mainstreamed across DFID.

Progress

External Recognition

- DFID entered the 2008/09 Opportunity Now benchmarking exercise achieving GOLD standard. Opportunity Now is one of the leading benchmarking companies for gender equality, diversity and inclusion in the workplace. We scored high on cultural awareness, leadership and workplace improvement.

- DFID was successfully reassessed for the Disability Two-Ticks Award for recruitment and retention of disabled staff at the end of 2009. Where applicants with a disability satisfy the minimum criteria for a post they are invited for an interview – applies to external recruitment and to candidates applying for internal recruitment/promotion.

- For the first time DFID took part in a disability benchmarking standard run by the Employers' Forum on Disability - we achieved a SILVER rating. Overall DFID ranked joint 5th in the Central Government Department Sector, scoring well on commitment, motivation and taking action. One priority from the disability benchmarking report was more clarity around reasonable adjustments. In response, during February 2010 we published a *Guide to Reasonable Adjustments within DFID* to help staff identify how reasonable adjustments enable work to be done differently.

- For the second year, DFID is recognised in Stonewall's Top 100 gay friendly organisations. Ranking varies from year to year depending on the number of entries. This year competition was tougher than last year with over 350 organisations taking part in the benchmarking exercise so, to stay in the Top 100, we had to get better.

- DFID's 2009 *Civil Service People Survey* showed that 79% of managers are considerate of their staff's life outside work. We recently published a substantially revised (joined-up) package of materials for all DFID staff and managers, which restates and repositions advice and offers clearer practical guidance on making and responding to requests to work flexibly. We have received very positive feedback from staff and managers that the material is fit for purpose.   Given the 21% where more action is required, we will look at the issues identified by managers across DFID.

Equality Impact Assessments

- Directors are required to confirm annually in their Statement of Assurance that staff are confident that revised/current policies and policies under development take account of equality principles (through the equality impact assessment process), and that managers at all levels implement them in operating practices and procedures.

- All top level policy committees record whether an equality impact assessment has been carried out.

- We continue to monitor and review our 2008 Equality Impact Assessment Toolkit (called *Making Diversity Work for Everyone*) to ensure that all new or revised policies and processes that are relevant to the work we do in the UK are assessed for any adverse impact on diversity. There has been a twofold increase in the number of Equality Impact Assessments undertaken in 2009 and we have started to review the impact (a couple of examples are attached). We apply the principles of best practice in our overseas offices through a similar business planning tool (*Gender and Social Exclusion Analysis Framework*) ensuring that DFID's poverty reduction programmes reach the poorest and most excluded.

- The Diversity Networks contributed to behaviour and culture change by raising awareness through poster campaigns and events. The Lesbian, Gay, Bisexual and Transgender (LGBT) Network held a musical event educating staff about LGBT history depicted by school children. The HR Diversity Team is working closely with the LGBT Network concerning mobility issues around postings overseas. The Disability Forum Network held drop-in sessions in AH and PS for staff to discuss disability issues.

- We set-up a Global Diversity Network (GDN). The aim of this group is to share best practice and embed diversity in all DFID offices through practical actions and particularly to mainstream diversity in the overseas offices. Group members spent a day with the corporate Diversity Team improving knowledge, skills and behaviour. Feedback was very positive. GDN members are cascading equality and diversity in our offices in the UK and overseas.

- The Ethnic Minority Network hosted a DFID lecture led by historian Robin Walker on '*Black People in Britain before 1948'*. This was well attended by staff from DFID (including the Permanent Secretary), other government departments, Black Minority Ethnic networks and voluntary sector organisations.

Learning and Development

- DVDs continue to be a popular way of spreading the diversity message in DFID. They cover Age, Disability, Gender, Race, Religion or Belief and Sexual Orientation. DVDs have been particularly useful during team discussions. The DVDs look at the misconceptions and prejudices about diversity and equality through a mixture of thought provoking case studies and provide solutions. Individuals have found them most useful for creating discussions at team events around handling difficult situations in the workplace.

Performance Management

- We carried out our first diversity proofing of DFID's performance management system providing a benchmark.

Examples of Behaviour and Culture Change in Country

- **DFID Ethiopia** continues to explore ways of strengthening diversity management across business operations as part of implementing their Strategic Workforce Plan. Recently they joined up with the British Embassy to co-chair a Joint Diversity and Equality Committee for the HMG compound in Addis Ababa. The Committee, which is itself made up of representatives from across the Embassy community, takes a lead advancing the agenda on diversity and equality. The Committee identifies joint initiatives where appropriate, such as: promoting knowledge of the Civil Service Code to all staff, developing a local informal resolution process to address bullying, harassment and discrimination, and analysing diversity related People Survey results across the compound.

- **DFID Iraq** is involved in the Al Mirbad radio station project (most popular station in southern Iraq), which has strong gender programming including a new programme format, topics and advocacy to address women and involve them in their community and media. For example, Mirbad's phone-in programmes offer a vital platform for communications for disadvantaged and under-represented sections of the local society. 52% of calls are from women, who find little other opportunity to have their voices heard due to restricted movement as a result of security and social norms.

- **DFID Pakistan** addresses diversity issues in programmes through active participation of Social Development Advisers. Programme Officers also play an active role, for example by ensuring that disabled facilities are available in schools that we build. All staff have diversity related success criteria in their performance management objectives – measured by actively promoting and weaving diversity into their work.

Leadership and Accountability

Aim: Active, visible leadership of every aspect of equality and diversity and successful delivery of DFID's strategy, driven by clear and effective lines of accountability.

Progress

Accountability Structures

- Overall accountability for diversity and equality rests with DFID's Management Board. Andrew Steer, Director General, was an active and visible Diversity Champion, throughout 2009/10, responsible for ensuring delivery of DFID's Diversity Strategy and represented DFID at the Whitehall Diversity Champions Network. This role is rotated among the Director Generals.

- Diversity Champions at Deputy Director level for sexual orientation raise awareness, increase leadership visibility and ensure that sexual orientation and disability issues are addressed, and that we continue to create a more inclusive organisational culture.

- For the second year we continue to have a network of senior level Gender Champions (one per Division), headed by Mark Lowcock at Director General level. The gender champions met on a quarterly basis to review progress, share good practice and to discuss at a strategic level challenges to improving our work on gender equality. This is continuing to raise the profile of gender equality, ensuring top management ownership, and providing greater accountability and challenge.

- Directors are required to confirm annually in their Statement of Assurance that staff in their Division are aware of DFID's legal obligations under the Public Sector Equalities Duties.

- DFID's 2008/09 Annual Diversity Report provides an overview of DFID's progress in addressing equality and diversity for the previous year (including an in-depth analysis of the department's monitoring data) and sets objectives for 2009/10. This report was presented to DFID's Management Board for information and follow up

actions, which feed into the Diversity Delivery Plan for the year. The Annual Diversity Report is published on the intranet and on DFID's external website.

Capability Review

- DFID's Capability Review in 2009 highlighted that DFID is considered by a range of peers to have an exemplary diversity strategy.

Working with Whitehall

- The Permanent Secretary takes a keen interest in, and is a board member of the Minority Ethnic Talent Association (META): Growing Talent programme.

- We are actively involved in the Cabinet Office task groups (Talent Management, Equality and Monitoring Diversity Data) and the Civil Service Equality Task Group.

- We have joined up with the FCO and Home Office to learn from experiences, share best practice and explore options for being more joined up on sexual orientation issues.

Communications

- DFID's Secretary of State, Douglas Alexander and Parliamentary Under Secretary of State, Mike Foster, actively engage in diversity issues. As an example of this, they have recently initiated meetings of faith groups to explore what the UK government is doing to reduce poverty and support victims of natural disasters.

- DFID's Diversity Champion at Director-General level communicates regularly with staff through a monthly Spotlight notice placed on DFID's local intranet, keeping all staff up to date on recent developments on equality and diversity. The Diversity Champion also chairs and has an active role in the Global Diversity Network (GDN).

- DFID achievements and challenges are shared with others, for example: the Permanent Secretary's talk at the Department for Business, Innovation and Skills; the Diversity Champion's participation at the gender equality roundtable with Vietnamese Vice-Minister for Home Affairs; and the Sexual Orientation Champion's involvement in a question and answer panel session at the Civil Service Conference (June 2009).

Gender

- The Senior Gender Champion at Director General level has set up a new partnership between DFID and the Nike Foundation called Girl Hub. This is a new initiative which will lobby and carry out research work on the role of teenage girls in developing countries. Last month, DFID held 'Girl Week' to raise awareness of the role girls can play in development.

- Gender equality issues are explicitly reflected in DFID's corporate performance framework linked to our PSA Delivery Agreement for 2008-11. This promotes a more coherent and institutionalised focus on gender equality as part of our ongoing work programme and facilitates greater impact on the ground.

- For a second year gender related criteria continues to be included in SCS performance objectives impacting directly on performance related pay. For staff at G6 level and below, diversity is explicitly in the definition of performance standards.

External Recognition

- DFID's Permanent Secretary, Minouche Shafik, was nominated as the **Woman of the Year** at the *Global Leadership and Global Diversity* award ceremony. This award was presented in recognition of Minouche's inspirational leadership in contributing to building global diversity within the community and workplace together with her consistent high achievement.

- There are over 100 different social groups, and almost as many languages spoken in Nepal. DFID, along with three other organisations, started a network called the Social Inclusion Action Group (SIAG). Through SIAG, **DFID Nepal** play a major role in promoting diversity issues amongst the donor agencies, and are exploring support to help the UN do so through 'One UN' funding.

Talent Management

Aim: Talented people from the widest range of backgrounds joining and progressing up through the Civil Service.

Progress

Mentoring/coaching

- Over the last few years we have centrally run 5 Crossing Thresholds Mentoring Programmes for women. The programmes provide structured mentoring and coaching over a set period of time. Of the 50 women who participated on the programme, 33 have since been promoted.

- Staff in DFID Nigeria enrolled on a Crossing Thresholds mentoring programme which has matched them with mentors elsewhere in DFID raising diversity awareness across the organisation.

- At June 2009, 46% percent of our SCS were involved in mentoring relationships.

- Helping to fulfil potential and unleash talent by centrally funding 4 women in SCS feeder grades to attend Coaching Squared programme for women.

- Ethnic Minority colleagues are participating in DFID's coaching programme run by Crossing Thresholds. The support and 1-2-1 guidance from a mentor that they received has been invaluable. This helped to boost their confidence and personal development. Other HR supported programmes to support individual personal development and career progression are: the co-coaching programme (coordinated by Ministry of Justice plus other public and private sector organisations); and the Minority Ethnic Talent Association (META): Growing Talent programme.

- The Ethnic Minority Network provide mentoring and coaching for network members and continue to coach members on career progression.

Recruitment

- DFID recognises the diversity of information source in the recruitment process. We advertise in Equality Britain, the Stonewall Recruitment Guide and periodically in national newspapers with diversity supplements.

Example of Talent Management in Country

- **DFID Nepal** actively promotes 'positive action' during recruitment that includes targeting women and excluded groups. In late 2009, they launched an internship scheme for excluded groups in order to improve diversity in the office and to provide opportunities for people from socially excluded groups to develop themselves. The first two interns, both Dalits, have just completed their 6 month stints and, based on the success of this initial intake, DFID Nepal are now planning further internships targeting other minority groups.

Representation

Aim: A Civil Service that is making good progress towards reflecting society by 2020, at all levels.

See Annex B for the progress made in Representation.

DFID wants to be confident that it understands the composition of its workforce to take advantage of the benefits that a diverse workforce offers both the organisation and the employee.

Monitoring equality and diversity in the workforce enables DFID to examine how its employment policies and processes are working and to identify areas where these appear to be impacting disproportionately on certain groups of staff. It is also necessary to meet some legislative requirements and can lead to the development of better and more informed, inclusive decision making. We use these statistics to inform diversity objectives for the year ahead.

PLEASE NOTE:

Throughout this statistical report any actual figure under 5 will be represented by an asterix (*) – this is to maintain confidentiality and protect individuals from being identified by the small numbers involved.

Acronyms used in this report

AH   – Abercrombie House HQ (East Kilbride)
PS   – Palace Street HQ (London)
SAIC   – Staff appointed in-country
HCS   – Home Civil Servants (UK)

The following workforce data is for home civil service staff (HCS) only, drawn from the HR database as at December 2009. Staff appointed in-country (SAIC), unallocated staff, individuals on long term discretionary leave or secondment that we do not pay are excluded from these figures.
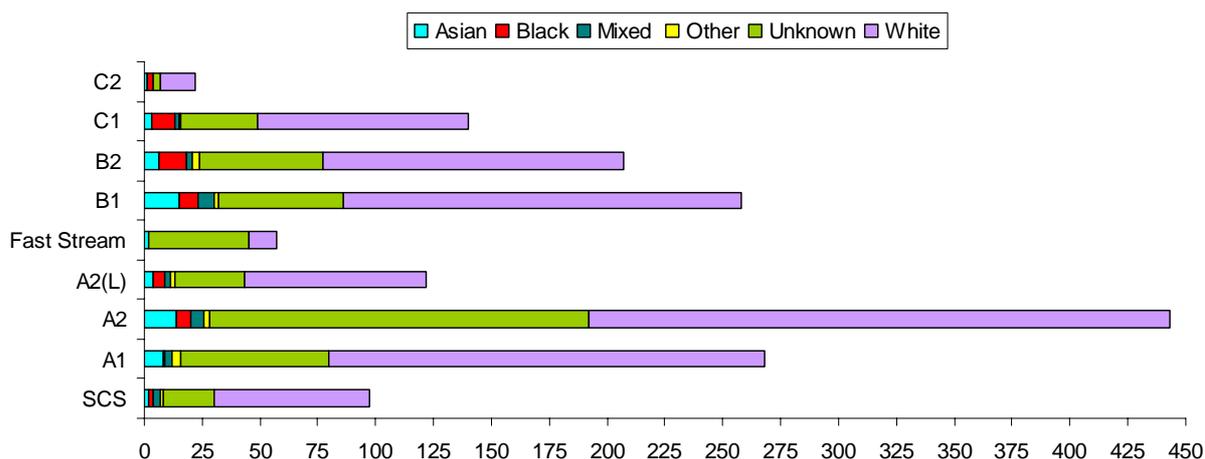
1.1 WORKFORCE PROFILE - GENDER

Gender by grade

Grade	No. of total staff	No. of females	% Female
SCS	97	32	**33%**
A1	268	108	**40%**
A2	443	226	**51%**
A2 (L)	122	60	**49%**
Fast Stream	57	26	**46%**
B1	258	131	**51%**
B2	207	124	**60%**
C1	140	93	**66%**
C2	22	8	**36%**
Total	**1614**	**808**	**50%**

Overall, within DFID there is an equal split between female and male staff.

1.2 WORKFORCE PROFILE - ETHNICITY

Ethnicity profile of staff at each grade

The percentage of staff not declaring their ethnicity has increased by ten percentage points over the last two years. Recently we added a prompt to remind staff to complete their personal diversity data when they log into the HR Database (Yourself). However, there has been a drop of five percentage points from last year in the percentage of people disclosing diversity data.

1.3 WORKFORCE PROFILE – DISABILITY

Disability statistics by grade

Grade	Total Staff	% Disabled
SCS	97	2.1%
A1	268	1.9%
A2	443	2.5%
A2(L)	122	3.3%
Fast Stream	57	3.5%
B1	258	2.3%
B2	207	6.3%
C1	140	8.6%
C2	22	9.1%
Total	**1614**	**3.5%**

The number of staff that declared a disability has decreased slightly in the last year. DFID has more staff declaring a disability in the lower grades, and declaration rates reduce the higher the grade. In the public sector 14 percent of employees have a disability; evidence indicates that the number of people reporting a disability in DFID is an under statement.

1.4 WORKFORCE PROFILE – AGE

1.4.1 Age profile of DFID staff
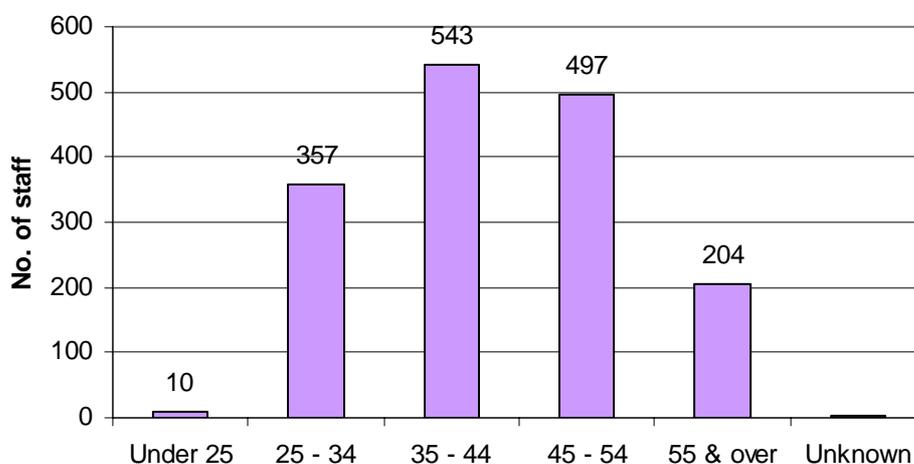
As with the previous three years, the number of staff in the 'under 25' and '55 and over' age groups remains lower than the other age groups. The number of staff in the under 25 age category is significantly lower compared with the other age groups. The highest number of staff is in the age group 35 to 44.

1.4.2 Age profile by grade
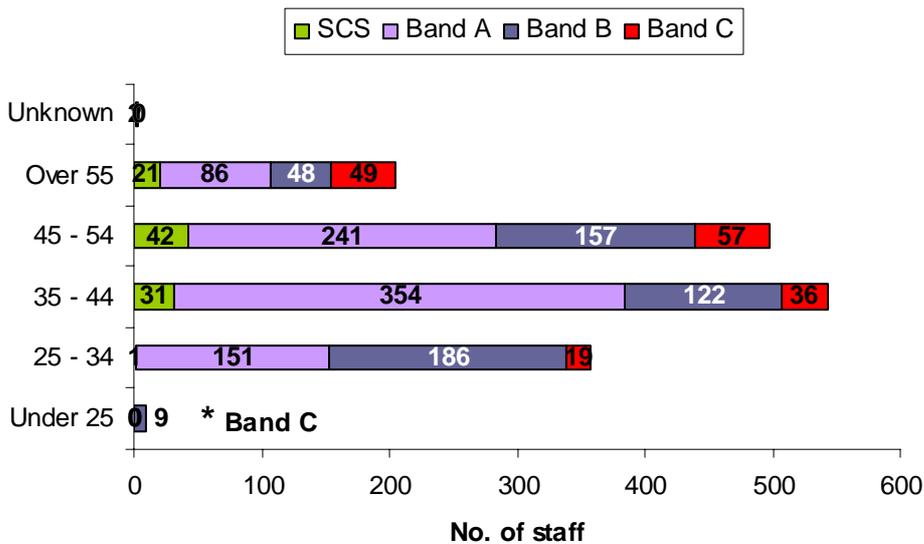
43 percent of the Senior Civil Service (SCS) fall into the age group 45 to 54, a decrease of ten percentage points in this age group from last year. A similar trend to the last two years is that the majority of staff within:

- Band A are in the age group 35 to 44;
- Band B are in the age group 45 to 54;
- Band C are in the age group 45 to 54.

1.5 WORKFORCE PROFILE – REDUCED HOURS

### 1.5.1 Reduced hours distribution, 2007-2009
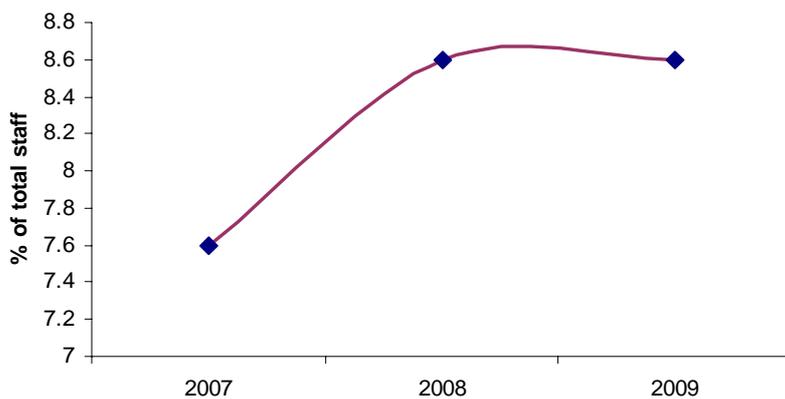
The above graph shows that since 2007, overall the percentage of staff working reduced hours has increased. In the last year, the percentage of staff working reduced hours has remained steady. There has been a slight increase in the number of staff working reduced hours at the Fast Stream and A2 levels.

1.5.2 Distribution of staff working reduced hours by grades

Grade	Total Staff	% Staff working reduced hours
SCS	97	4.1%
A1	268	7.1%
A2	443	7.7%
A2(L)	122	3.3%
Fast Stream	57	3.5%
B1	258	9.7%
B2	207	11.1%
C1	140	19.3%
C2	22	4.5%
Total	**1614**	**8.6%**

1.6 WORKFORCE PROFILE – SEXUAL ORIENTATION
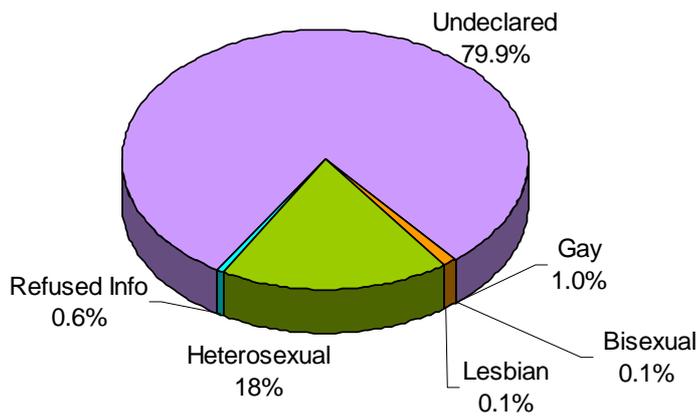
A high number of staff almost 80 percent have not declared their sexual orientation. We cannot therefore reliably estimate the distribution of employees by their sexual orientation.

2.1   SCS Diversity targets and current position

% in Senior Civil Service	DFID position @ April 2008	DFID position @ March 2010		DFID 2011 Diversity targets	Civil Service 2013 targets (5 year)
Women*	37	**32.6***	↓	**41**	39
Women in TMP**	35	**26.3**	↓	**38**	34
Black Minority Ethnic	12	**11.3**	↑	**12**	5
Disabled	2.1	**2.2**	↓	**3**	5

KEY: ↑ met or above target   ↑ on track to meet target   ↓ below target

* Includes women that are on maternity leave or are in SCS job grades (i.e. overbearing a post) but excludes staff on secondment or unallocated unpaid

**TMP (Top Management Posts) - includes Director (Grade 3), Director General (Grade 2) and Permanent Secretary (Grade 1) posts

***DFID regards the number of women taking discretionary leave or secondment/loan (12) as a measure of success flowing from our commitment to diversity in the workplace. Including these women increases the percentage of women in DFID's SCS to 40 percent.

2.2   DFID feeder grade position and targets (%)

% in Feeder Grades	Women				Black Minority Ethnic				Disabled			
	2008	2009	Target	2011	2008	2009	Target	2011	2008	2009	Target	2011
A1	38.3	**40.3**	↑	40	7.1	**6**	↓	10	2.8	**1.9**	↓	3
A2	49.4	**51**	↑	50	7.6	**6.3**	↓	12	1.7	**2.5**	↓	4
A2 (L)	49.2	**49.2**	↑	50	9.2	**10.7**	↑	12	2.3	**3.3**	↑	4
Fast Stream	55.1	**45.6**	↓	50	7.2	**2.5**	↓	10	5.8	**3.5**	↑	4
B1	50.2	**50.8**	↑	50	12.5	**12.4**	↑	12	3.0	**2.3**	↓	4

KEY: ↑ met or above target   ↑ on track to meet target   ↓ below target

DFID will closely monitor the percentages of staff in the Black Minority Ethnic groups.

An exercise will be carried out to raise awareness of disability. In comparison with the number of staff within the public sector that declared a disability; evidence indicates that the number of people reporting a disability in DFID is an under statement.

3.1 EXTERNAL RECRUITMENT

During the period 1 January to 31 December 2009, DFID received 3018 applications to fill 35 posts. 86 percent of the total number of applicants completed a Diversity Monitoring Form.

Recruitment Stage	Total Number
Applications for 35 posts	3018
Number that went through for initial paper sift	2982
Number invited to interview/assessment centre	184
Number offered a position	43

Please note: 24 of the individuals that were successful (i.e. offered position/ticket or put on reserve list) did not complete diversity monitoring data. Therefore the charts below exclude these figures.

### 3.1.1 Age profile of external recruitment candidates
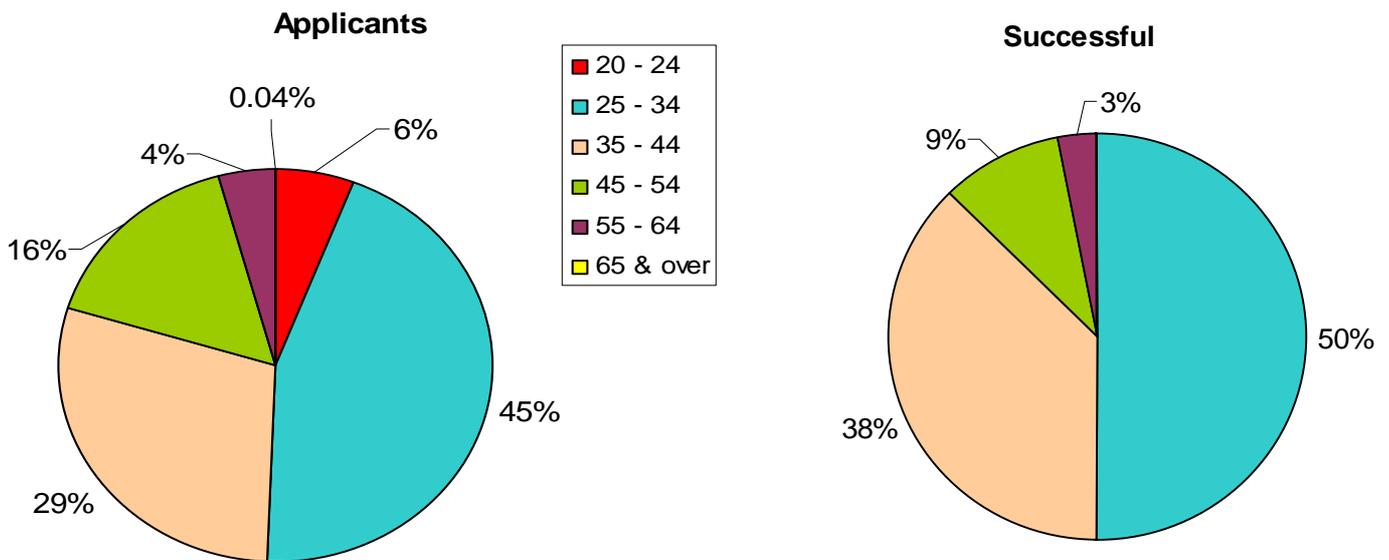
45 percent of applicants were in the age group 25 to 34. Of the successful candidates exactly half were in this age group. Almost a third of the applicants were in the age group 35 to 44 - of the successful applicants 38 percent were in this age group.

3.1.2 Disability profile of external recruitment candidates

| Declaration	Applicants	Successful
Disabled	3%	-
Non-Disabled	96%	57%
Did not complete	1%	43%

None of the applicants that declared a disability (3 percent) were successful. DFID operates the disability 'Two Ticks' scheme. We do not currently have the data to show how many of the 3 percent were eligible for a guaranteed interview.

3.1.3 Gender split of external recruitment candidates
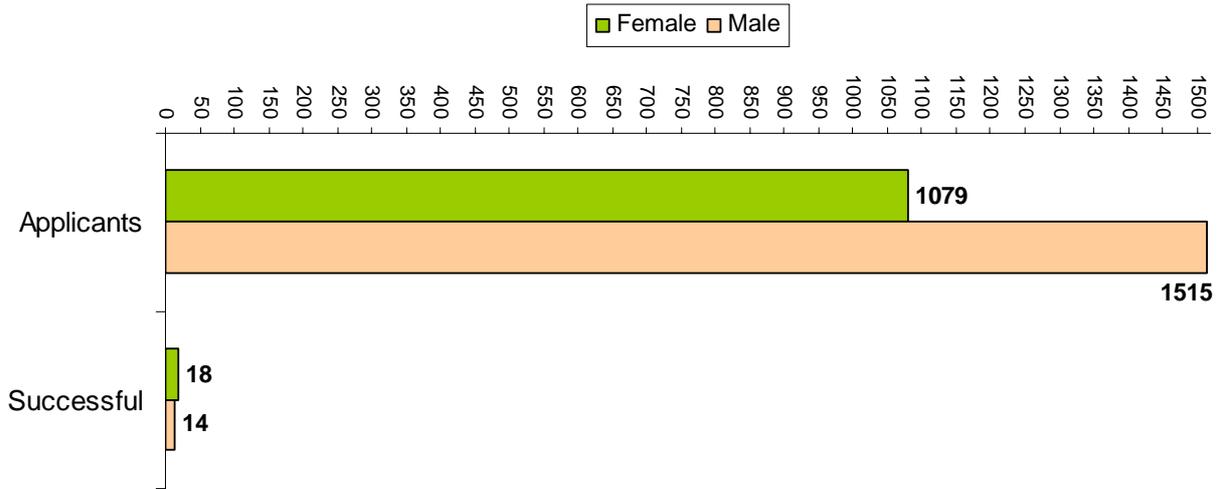
More males applied to join DFID but more females were successful in joining. The percentage of successful females compared with female applicants was 1.7 percent. The percentage of successful males compared with male applicants was 0.9 percent.

3.1.4 External recruitment candidates shown by ethnic group
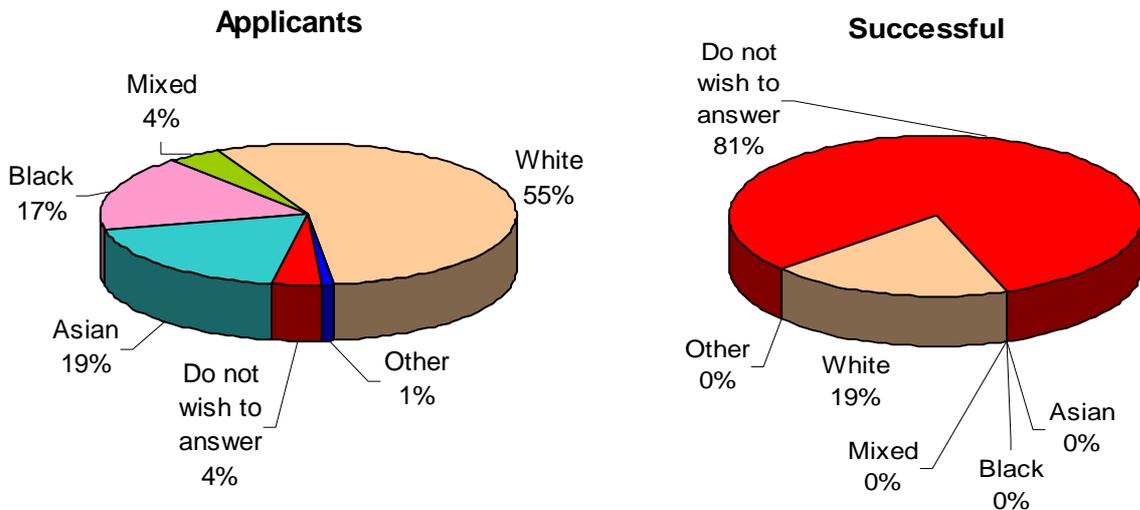
Work needs to be carried out to ensure that new entrants complete their personal data.

### 3.1.5 Sexual orientation profile of external applicants to DFID
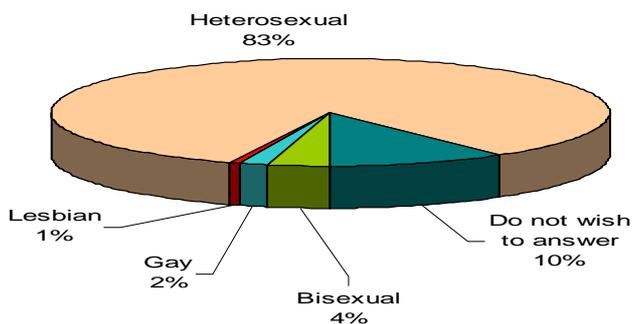
External applicants appear more willing to declare their sexual orientation in comparison with DFID's workforce. Almost 80 percent of current staff, have not declared their sexual orientation.

3.2 INTERNAL RECRUITMENT

During the period 8 May 2009 to 31 December 2009:
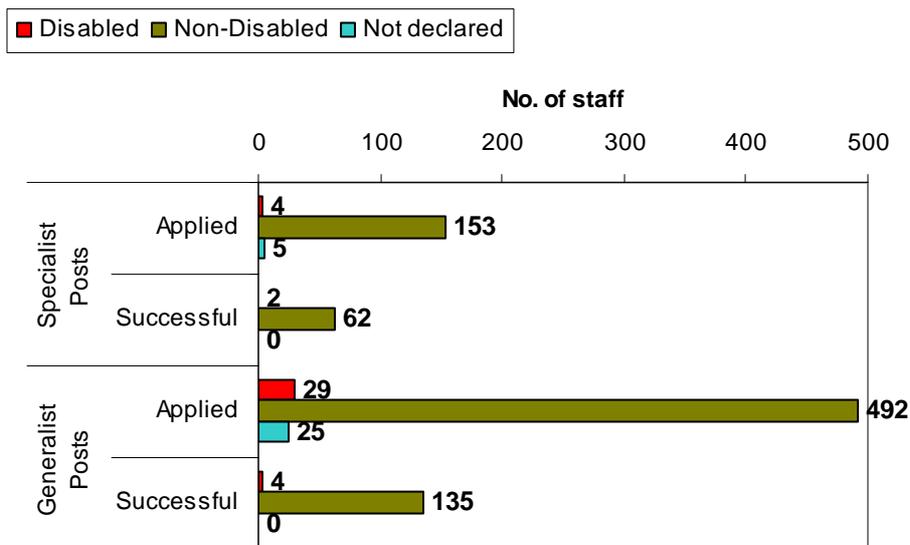
- **a total of 162 candidates applied for 103 specialist posts**
- **a total of 546 candidates applied for 175 generalist posts**

3.2.1 Gender split of candidates for internal specialist and generalist recruitment
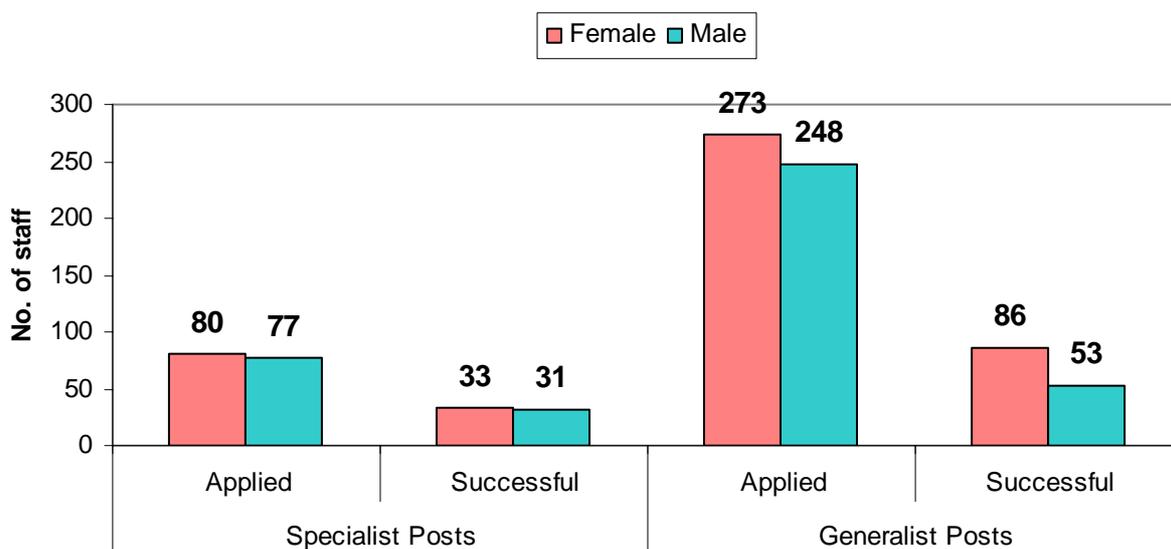
No difference in gender for specialist posts. For generalist posts, more females than males apply and are successful.
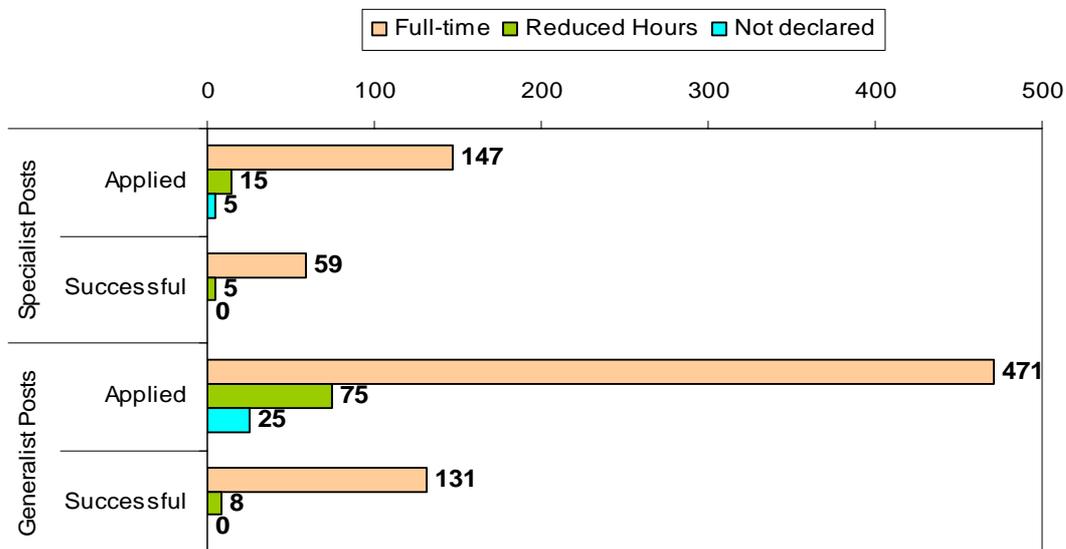
3.2.2 Disability profile of candidates for specialist and generalist recruitment

No. of staff

Legend: Disabled, Non-Disabled, Not declared

Category	Status	Disabled	Non-Disabled	Not declared
Specialist Posts	Applied	4	153	5
Specialist Posts	Successful	2	62	0
Generalist Posts	Applied	29	492	25
Generalist Posts	Successful	4	135	0

Staff that declared a disability and applied for a specialist post had a 50 percent success rate compared to staff that had not declared a disability having a 40 percent success rate.

For generalist posts, fewer disabled than non disabled staff were successful.

3.2.3 Working pattern of candidates for internal recruitment

Legend: Full-time, Reduced Hours, Not declared

Category	Status	Full-time	Reduced Hours	Not declared
Specialist Posts	Applied	147	15	5
Specialist Posts	Successful	59	5	0
Generalist Posts	Applied	471	75	25
Generalist Posts	Successful	131	8	0

There is no difference in the success rate for specialist posts of staff working reduced hours. Staff working full time, are more successful in achieving generalist posts in comparison to staff working reduced hours.

### 3.2.4 Ethnicity profile of candidates for internal recruitment

ETHNIC GROUP	Specialist Posts		Generalist Posts	
	Applied	Successful	Applied	Successful
Asian	4	2	13	6
Black	4	2	16	8
Mixed	3	0	18	3
White	107	45	393	95
Any other	5	0	27	1
Not declared	39	15	79	27

In comparison to the other ethnic groups, staff in the mixed ethnic group were less successful in specialist and generalist posts. Staff in the White ethnic group were less successful in generalist posts. For specialist posts, staff in the White ethnic group were less successful than staff in the Asian or Black ethnic group.

A high number of staff did not declare their ethnic group:

- a quarter of staff applying for specialist posts;

- almost 15 percent of staff applying for generalist posts.

3.2.6 Age candidates for internal profile
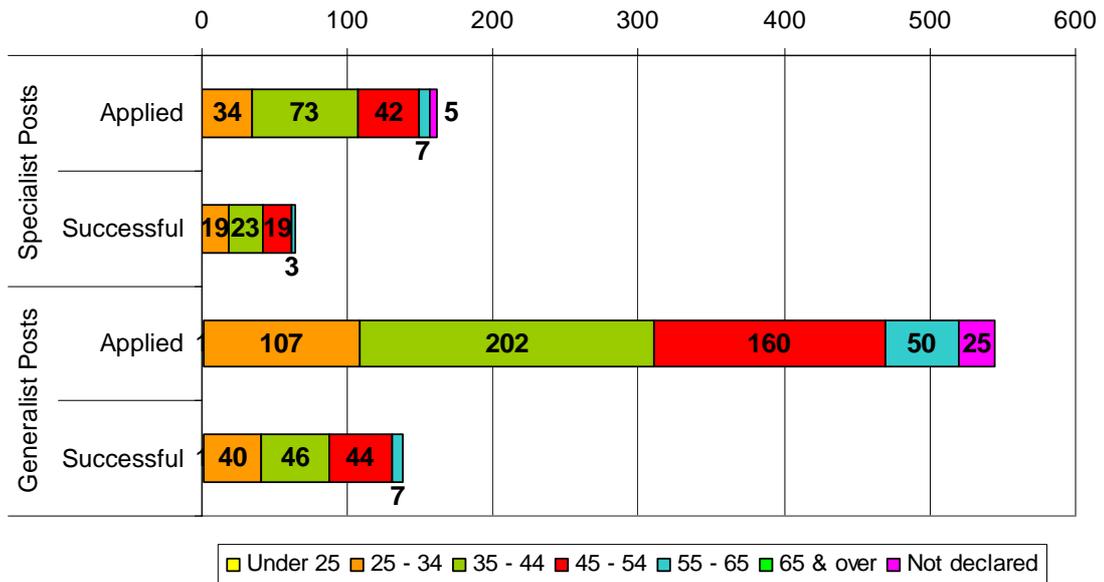
For specialist and generalist posts most applicants were in the age group 35 to 44. Up to age 54 the success rate was similar.

For generalist posts, significantly more applicants apply over age 55 than are successful.

The data below relates to all staff (HCS and SAIC). It relates only to corporate induction training.

4.2 INDUCTION PROGRAMME

4.2.1 Gender split of staff on the induction programme Generally more women than men attended the corporate induction course. A similar pattern to the last couple of years.
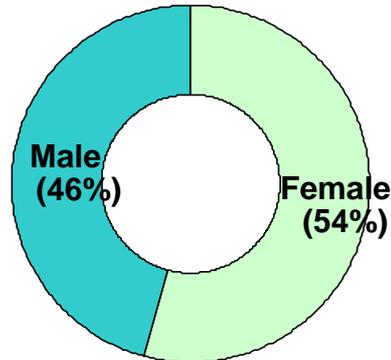
4.2.2 Induction programme participants shown by disability Of the new entrants, 18 percent have not declared if they have a disability and no one has declared a disability.
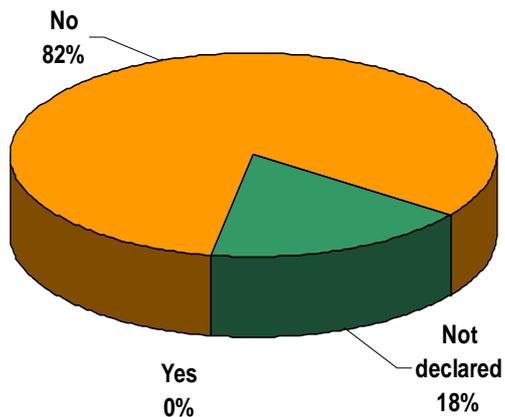
4.2.3 Working pattern of induction programme participants

SECTION 5 – PROMOTION

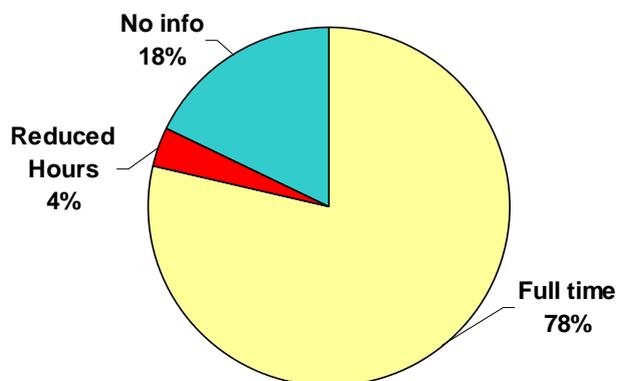The following data relates to all staff (HCS and SAIC) that received a promotion marking at 31 March 2009. Divisional moderating meetings took place to agree ratings. The purpose of the moderation meetings is to have consistent standards amongst peer groups and ensure fairness for all. This is a new process and trends will be monitored as it evolves.

Numbers in each promotability rating are shown as a percentage of the total number of staff in that category.
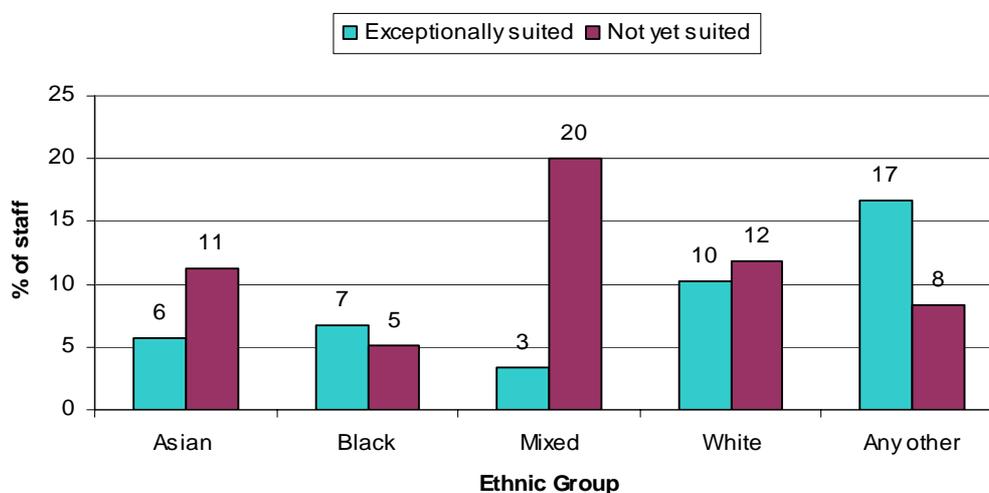
5.1 Age

AGE BAND	PROMOTABILITY RATING (GENERALIST)								Total
	Exceptionally Suited		Suited		Not yet suited		Not requested		
Under 25	*	**17%**	*	**17%**	0	**-**	8	**67%**	12
25 – 34	57	**11%**	61	**12%**	44	**9%**	347	**68%**	509
35 – 44	68	**8%**	84	**10%**	72	**8%**	647	**74%**	871
45 – 54	44	**7%**	56	**9%**	73	**11%**	480	**74%**	653
55 – 64	7	**3%**	15	**6%**	19	**8%**	192	**82%**	233
65 & over	0	**-**	0	**-**	0	**-**	11	**100%**	11

5.2 Disability

DECLARED	PROMOTABILITY RATING (GENERALIST)								Total
	Exceptionally Suited		Suited		Not yet suited		Not Requested		
Yes	5	**7%**	8	**12%**	5	**7%**	50	**74%**	68
No	173	**8%**	210	**9%**	203	**9%**	1638	**74%**	2224

5.3 Ethnic group comparison between 'exceptionally suited' and 'not yet suited' Promotion rating

5.4 Gender

GENDER	PROMOTABILITY RATING (GENERALIST)								Total
	Exceptionally Suited		Suited		Not yet suited		Not Requested		
Female	105	**9%**	115	**10%**	110	**9%**	836	**72%**	1166
Male	73	**6%**	103	**9%**	98	**9%**	852	**76%**	1126

5.5 Sexual Orientation

80% (1833 out of 2292 UK staff and SAIC) have not recorded information on their sexual orientation. Absolute numbers are too small to disclose.

5.6 Working Pattern

WORKING PATTERN	PROMOTABILITY RATING (GENERALIST)								Total
	Exceptionally Suited		Suited		Not yet suited		Not requested		
Full-time	166	**8%**	202	**9%**	188	**9%**	1581	**74%**	2137
Reduced Hours	12	**8%**	16	**10%**	20	**13%**	107	**69%**	155

SECTION 6 - GRIEVANCE

The data below relates to all staff (HCS and SAIC). From 1st October 2008 to 30th September 2009, there were 22 grievance cases.

While the figures are too small to draw statistical trends it is worth noting that there were three times as many grievance cases compared with the same period last year. Of the grievance cases 36 percent related to bullying/harassment with 13 percent of these grievances upheld.

6.1 Two similar patterns to last year have emerged: more grievance cases involving UK-based staff in comparison to staff appointed in-country (SAIC) and the highest percentage (35%) of staff involved in grievance cases were at Band B level.

6.2 There is no variation in the number of grievance cases by gender.

SECTION 7 - LEAVERS

197 Home Civil Service (HCS) staff left DFID from 1st January to 31st December 2009. This includes staff that left DFID under the Voluntary Early Departure Scheme.

7.1 Distribution of leavers by Gender
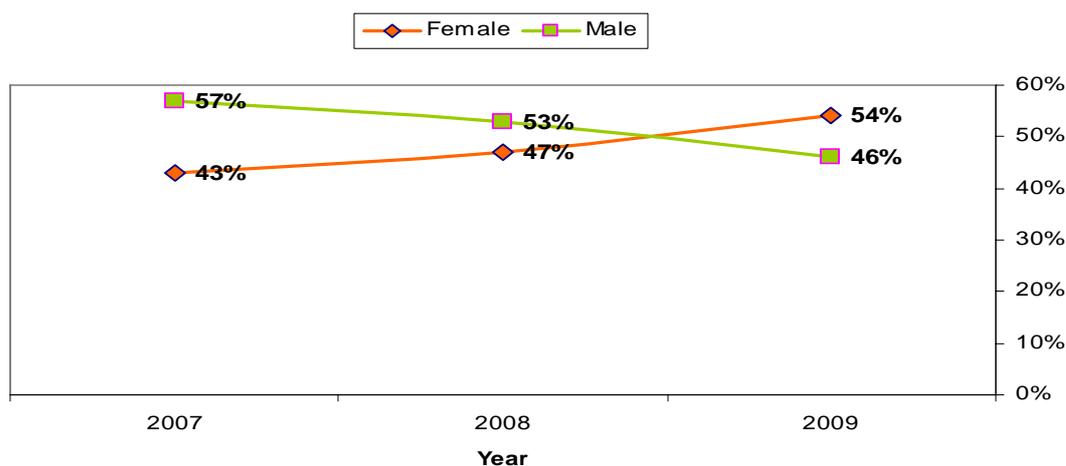
More females than males left DFID in 2009. More females were in some of the categories (grade and location) targeted by the Voluntary Early Departure Scheme to mitigate compulsory redundancy.

7.2 Distribution of leavers by Ethnic Group
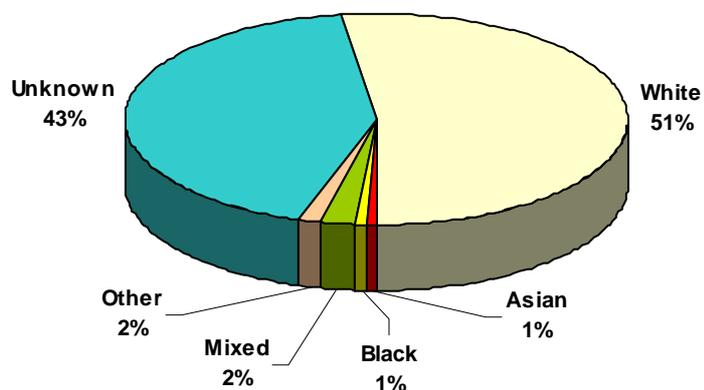
The number of staff in the unknown category has increased from 35 percent to 43 percent. We need to ensure that new entrants complete their diversity data on the YOURSELF system.

7.3 Distribution of leavers by Age
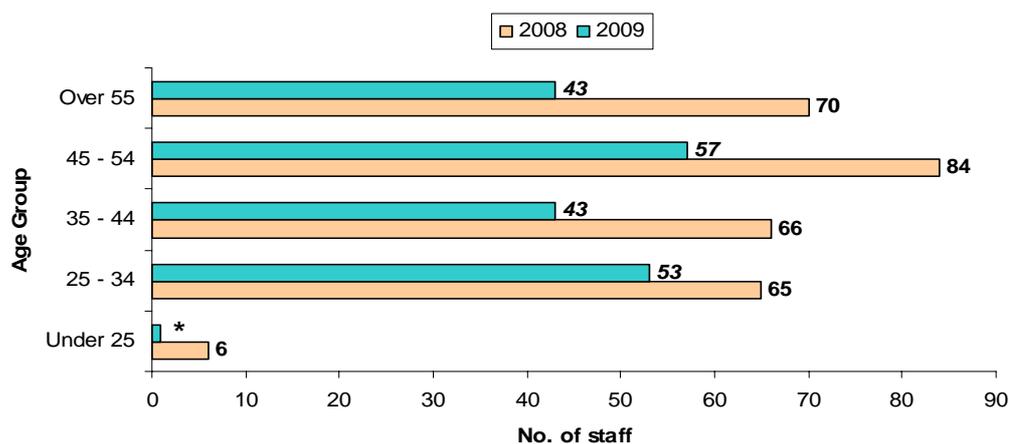
The majority of leavers (29 percent) are in the age group 45 to 54. This is a similar pattern to last year.

7.4 Leavers distribution by Grade

Job Grade	Total Leavers	
SCS	9	**5%**
A1	26	**13%**
A2	42	**21%**
A2(L)	25	**13%**
B1(D)	10	**5%**
B1	24	**12%**
B2	31	**16%**
C1	28	**14%**
C2	2	**1%**
Total	**197**	**100%**

197 Home Civil Service (HCS) staff left DFID during 1 January and 31 December 2009. Out of these 53 returned Exit Questionnaires.

80 percent of those that completed an Exit Questionnaire thought diversity was valued in DFID.

8.1 Responses to the question 'would you return to DFID'

Return to DFID?	Numbers	%
Yes	30	**63%**
No	18	**38%**

Of the staff that completed an Exit Questionnaire 38 percent would not return to DFID.

8.2 Responses to the question 'have you ever felt held back or disadvantaged on the following grounds:'

No. of staff

Ground	No. of staff
Age	9
Disability	3
Education	5
Gender	4
Race	2
Religion	0
Sexual Orientation	0
Other Reason	14

Work will be scoped out to explore further the reasons for staff leaving DFID.

DFID GRADING STRUCTURE   Annex C

DFID GRADE   ⇨ CIVIL SERVICE GRADE

SCS (Senior Civil Service)   **G5**

A1   **G6**

A2   **G7**

A2 (L)   **Senior Executive Officer/G7 lower**

B1   **Higher Executive Officer (HEO)**

B2   **Executive Officer (EO)**

C1   **Administrative Officer (AO)**

C2   **Administrative Assistant (AA)**

Band D   **Ancillary Staff**

EQUALITY IMPACT ASSESSMENTS

Performance & Career Management Relevance	The aim of this review was for Human Resources Division to consider and act on feedback received following 08/09 End of Year Review, including introducing 4 new performance rating markings and modifying performance management processes and systems to aid more effective performance management for future reporting periods.
Impact	Improved Performance and Career Management across DFID which leads to: • higher performing staff and teams delivering DFID's objectives; • continuous improvement of staff through learning and development in support of work and career goals; • greater clarity on roles, guidance and processes to improve management capability, consistency, and make better use of resources. Higher performing culture, where performance is well managed, and high performance is rewarded.
Action	Annual Diversity Report to disaggregate performance, bonus and promotability ratings by diversity strands to ensure fairness. Reflect on the outcome of 2009/10 end of year processes to learn and improve, and to ensure there is no adverse impact on any groups.

Broadband Policy Relevance	To ensure that taxpayer funds are used efficiently and appropriately to fund home broadband only where strictly and solely required for business purposes.
Impact	Clearer guidance for staff on the requirements for DFID-funded home broadband and the process to be followed to terminate any business broadband packages as appropriate. The revised policy clarifies the limited circumstances in which DFID-funded home broadband would be appropriate and allowable for legitimate DFID business. This policy should result in a reduction in the number of DFID-funded broadband connections, with a consequent saving of taxpayer funds.
Action	Review to take place to assess any negative impact on diversity strands within one month of the policy being effective.