



Department
for International
Development



Department for International Development

Diversity and Inclusion Annual Report 2016-17



March 2018

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Foreword from Joy Hutcheon – Diversity and Inclusion Champion

I am proud to be the Diversity and Inclusion Champion for the Department for International Development (DFID).

I believe that we have made real progress in our diversity and inclusion objectives and targets in 2016/17 but there is clearly more that we can do and we must not fall short in our aspirations. As a result of our work with staff across DFID we have:

- Increased the diversity of DFID staff.
- Achieved Disability Confident accreditation for our recruitment processes.
- Incorporated anonymised recruitment practices.
- Piloted in year awards for performance (including both the what and the how we deliver); and
- Increased the number of staff that trust us enough to give us their diversity data.

Visible role models have a transformative impact on workplace inclusion. We have continued to work across DFID to enable them to tell their story and inspire others – at internal Question Time sessions, through intranet blogs and at sessions with staff networks. This has been particularly powerful on mental health. Staff feedback has been very positive and tells us that by encourage people to share their experiences we will see others think more about what might be possible.

We cannot be complacent and there is much we can still look to improve. For example, our staff engagement survey (People Survey) has shown that more staff in DFID have experienced and reported bullying and harassment, and responses on questions about being treated fairly and being valued have not shown any increase on previous years. We have introduced some targeted interventions this year to address these issues.

We are now doing more to ensure that diversity and inclusion is embedded into the culture of the organisation.

Our work is building a safer, healthier, more prosperous world for people in developing countries and in the UK. To do this effectively we need to be the best we can be, and we can only do this by have the skills and perspective of a truly diverse workforce. It must make the most of its talent and ensure that every member of staff achieves his or her full potential. Within this it is our absolute priority is to keep the world's poorest and most vulnerable people safe from harm. Our work on Diversity and Inclusion is critical in ensuring we can provide a positive work environment for all our staff, the people we work with and the people we serve.

I feel passionately that we need to achieve sustained cultural change across the whole of DFID to make our organisation more diverse and inclusive, and to celebrate and recognise the benefits that this brings. This is not just a priority for me but for all of DFID's senior management.

Our diversity and inclusion objectives for 2017 / 18 are:

1. To carry out thorough staff consultation to understand what Diversity and Inclusion means to them; what works to drive diversity and inclusion in organisations (in the UK and globally); and what should be our focus for Diversity and Inclusion going forward.
2. DFID systematically considers equality and diversity across all programmes.
3. DFID has a representative workforce at every level which feels valued and enabled to reach their full potential.
4. DFID has a culture where we all respect, celebrate and promote the value of Diversity and Inclusion.

Context, Caveat and Approach

There are two main forms of employment relationship at DFID; Home Civil Servants (HCS) who are appointed on UK terms and conditions of service, and Staff Appointed in Country (SAIC), who are appointed in their home country and work under local terms and conditions of service.

This report focuses on HCS employees. SAIC have the ability to record their ethnicity, disability status, flexible working patterns and caring responsibilities and sexual orientation, but we acknowledge that SAIC colleagues may be less willing to do so than HCS staff. This is due to sensitivities linked to the recording of some characteristics in many countries. Recording rates amongst SAIC are therefore too low to enable us to report on the representation of different groups. However, the diversity of our SAIC Staff, who come from countries around the world, is something we celebrate.

For the majority of this report we use data from our Human Resource System - HR Passport. This report covers data from 1 April 2016 - 31 March 2017. Data represents a snapshot of DFID as at 31 March 2017 unless otherwise highlighted.

This report is part of DFID's response to the Equality Act. It provides data on the equality impact of DFID's employment practices and activities. The Equality Act 2010 creates a public sector equality duty to:

- Consider how different people will be affected by our activities.
- Deliver services which, while efficient and effective, are accessible to all and meet diverse need.
- Have due regard for the need to eliminate unlawful discrimination, advance equality of opportunity; and foster good relations between people (both employees and others) who share a protected characteristic and those who do not. Protected characteristics covered by the equality duty are:
 - age
 - disability
 - gender reassignment
 - marriage and civil partnership
 - pregnancy and maternity
 - race (embracing ethnic or national origins, colour and nationality)
 - religion or belief
 - sex
 - sexual orientation

Some of the data from this report is derived from central functions to the wider Civil Service such as Civil Service Learning and Civil Service Resourcing. This poses a number of challenges around categorisation for the purposes of analysis. For this reason, the categories employed may not be consistent throughout.

The Office of National Statistics also compiles its central representation data at the end of each financial year and publishes this in October. Data sets used in the report may not be completely comparable.

Note: DFID has not incurred the expense of collecting data specifically for the purpose of this publication other than staff resource. These are online publications and therefore no additional printing costs have been incurred.

The data provided here is also provided in CSV format.

Progress in 2016/17

We set ourselves specific actions for 2016/2017. Our progress, and where there is still work to do are detailed below:

Action	What we Achieved	Plans for 17/18
1 Pilot anonymised recruitment with our graduate recruitment scheme.	We successfully piloted this with our graduate scheme and broader recruitment.	Implement anonymised recruitment for all jobs.
2 Explore whether more SCS roles can be open to flexible/part time working (unless there is a clear business reason why this isn't possible).	We have had successful role modelling of SCS staff working part time. All UK SCS roles are advertised as open to flexible working options. We consider all individual requests to operate flexibly or on reduced hours in relation to business needs.	To continue to work to encourage consideration of flexible and part time working at all levels and locations. This will help embed a fully diverse and inclusive culture in DFID.
3 Carry out Level 2 assessment to become a Disability Confident employer	We were successful in becoming a Disability Confident Level 2 employer.	To become a Disability Confident Level 3 employer.
4 Implement Civil Service Workplace Adjustments Service (CSWAS) Passport as well as use of the service.	We implemented CSWAS in 2016/17 but did not introduce the Passport.	Implement the Civil Service Workplace Adjustments Passport and consider increasing the service provision in future.
5 Review Performance and Talent data (including working with Cabinet Office on multivariate analysis of performance ratings).	We reviewed this with the Cabinet Office and the 16/17 data is included in this pack.	Continue to conduct the analysis on performance management and measure the impact of changes to performance management system.
6 Work to better understand the diversity of the pipeline for SCS roles.	We built up our data on current and SCS and continued with robust leadership assessment for entry to SCS.	Focus for 17/18 is on outreach and recruitment of diverse pipeline.
7 Work to improve diversity data recording across all characteristics.	Our declaration rates for race slipped in 16/17 but increased for religion / belief and sexual orientation. Declaration rates for disability significantly increased.	To renew focus on this to improve data across all characteristics/ and include gender identity and social mobility.
8 Staff networks: embed overarching 'business deal' between DFID and networks.	Established our networks further in 2016/17 when they increased to 13 networks.	Renew this annually and consider focus.
9 Ensure that all leaders are focussed on championing diversity and inclusion and that all staff demonstrate inclusive behaviours	We introduced an objective for SCS on Diversity and Inclusion.	To continue to embed this and introduce an additional objective around inclusive leadership.
10 Work with Departments/Country Offices to better understand the rationale for the levels of reporting for bullying, harassment and discrimination; promote zero tolerance and work to reduce these.	We implemented the Civil Service bullying, harassment and discrimination workshop in targeted areas as agreed.	We need to continue targeting this and promoting the zero tolerance approach.
11 Ageing in the workplace: engage in work with others across the Civil Service to understand the realities of transgenerational working and any implications this may have for managers/HR.	We are members of the Cross Civil Service Age networks. In DFID our staff established a "Young People in DFID" network.	This will continue to be a focus.
12 Social mobility: actively engage cross Civil Service to measure socio-economic diversity for existing and new staff.	We worked across government to help develop thinking and measurement on increasing numbers and spread of socio economic diversity.	Implement Cabinet Office measures for Socio-Economic Diversity.

Highlights of 2016/17

In addition to our specific objectives we would also like to highlight the following achievements for 2016/17:

Civil Service Talent Action Plan

We have fully implemented the actions outlined in the refreshed Civil Service Talent Action Plan in 2016, which prioritised the more visible championing of under-represented groups, more diverse panels and shortlists, and more flexible working. We have also identified options to provide more substantial support for staff on parental and discretionary leave.

Staff Networks

DFID's Diversity and Inclusion team and senior management work closely with staff networks to understand and address issues faced by staff. As part of this collaboration we support a group of senior managers as champions, who provide staff networks with coaching, strategic direction and senior leadership.

Building and running a staff network takes time and effort as well as a fundamental belief in the organisation that it is valued. It is important that line managers support staff and enable them to participate fully. To help with this, we continue to encourage all who play key roles in networks to include this as part of their performance objectives. We have embedded an overarching 'business deal' between our networks and the organisation.

Our networks at the end of March 2017 included: Christians in DFID, Disability and Empowerment Network, Flexible Working Network, Lesbian, Gay, Bisexual and Transgender Network, Listening Network (for peer support on mental health), Parents of Children with Disabilities, Parent Support Network, Race Network, and the Women's Network. Since March 2017 we have added networks for Carers of Vulnerable Adults, the Social and Economic Diversity and Inclusion Network, and a network for Young People and DFID.

Workplace Adjustments

We introduced the Civil Service Workplace Adjustment Service and continued to ensure a consistent approach to putting workplace adjustments in place for disabled staff. We are aware that the speed of introducing reasonable adjustments can be affected by the awareness of the line manager. We will address this by updating our workplace adjustments policies and communicating to the business. We will also include workplace adjustments as part of our Diversity and Inclusion Strategy.

DFID provided specialist disability support for our staff working closely with Civil Service Workforce Adjustments service.

This support provides reasonable adjustments to disabled staff in line with the provisions of the Equality Act 2010. DFID encourages Heads of Country Offices to adopt a best practice approach in terms of support for their SAIC staff, with advice and support on disability issues available to them.

Diversity Champions

We have diversity champions from across DFID's Leadership Group who act as role models and spokespersons for their areas. Our diversity champions identify and raise diversity and inclusion-related issues and policies in meetings and discussions across the organisation. They work closely with our staff networks and constructively challenge discrimination and harassment at all levels. Network chairs and their diversity champions meet on a quarterly basis to provide updates, ensure senior awareness of key issues and facilitate sharing across networks.

Social Mobility

We have been keen to learn from others and explore how we can bring in and on people from lower socio-economic backgrounds including through our work on promoting use of apprenticeships and extending our outreach for our graduate programme to a more diverse community. We have also been looking at how best to promote social mobility through supplier chains as well as through our work with Voluntary Services Overseas in diversifying applications for the International Citizenship Service. We have continued to work with Cabinet Office work on developing common measures for socio-economic status.

Gender Pay Gap

DFID's first gender Pay Gap Report was published in December 2017 for the period April 2016 to March 2017.

This is a statutory requirement for organisations with 250 or more employees to report annually on their gender pay gap. Government departments are covered by the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 which came into force on 31 March 2017. These regulations underpin the Public Sector Equality Duty and require the relevant organisations to publish their gender pay gap data by 30 March 2018 (and then annually), including mean and median gender pay gaps; the mean and median gender bonus gaps; the proportion of men and women who received bonuses; and the proportions of male and female employees in each pay quartile.

The DFID Gender Pay Gap highlighted that:

- The mean pay gap in DFID is 8.5% and the median 6.8%.
- For bonuses the mean gender pay gap is 6.9% and the median is 0%.

The main reasons for the Gender Pay Gap in DFID are:

- A relatively high proportion of roles are in more senior managerial roles (A1 – A2L). There are more men at A1 and more women at the more junior grades (B1 – C2).
- A larger number of more junior roles are based outside London and are paid at the national rate which is lower than the London rate.

As an integrated part of our Diversity and Inclusion Strategy we are addressing the gender pay gap by:

- working to recruit and keep a diverse workforce which reflects the society we serve
- removing barriers to career progression for all our talented staff who are in under-represented groups by encouraging participation in Civil Service Talent Schemes (e.g. Future Leaders Scheme and the Positive Action Pathway) and coaching and mentoring
- participating in the [Civil Service Apprenticeships](#) - a rewarding alternative to university, without the fees and debt at the end of it and [Summer Diversity Internship](#) which gives people from diverse backgrounds the opportunity to see what a career in the Civil Service is like.
- Supporting staff with flexible working arrangements.
- Over the next three years we will consider mechanisms for progression to enable us to manage pay disparities
- Staff networks provide support, inspiring and empowering women and building confidence.

Recording Diversity Data

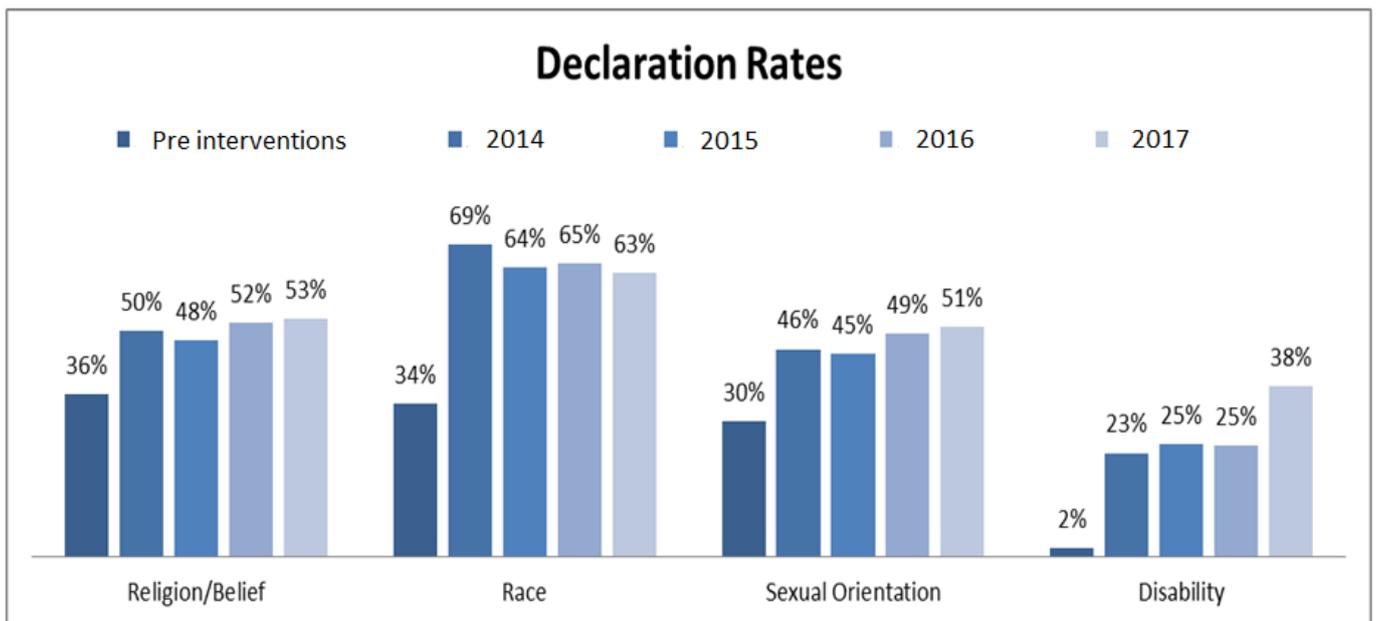
Diversity data lets us identify the diversity of our workforce, based upon their personal information. This includes data on protected characteristics as covered by the Equality Act.

All staff are asked to add information about their ethnicity, disability status, flexible working patterns, sexual orientation, religion or belief and caring responsibilities. Although DFID encourages staff to supply it, this is not mandatory and reporting rates vary by characteristic. The data is collected and held on HR Passport. The gender and age of all staff is automatically recorded on this system, as is maternity leave when taken. To protect the privacy of staff who do not wish to record diversity data, it is possible for individuals to record a “prefer not to say” response.

We have tracked our data over a number of years. This report builds a rich picture for future analysis and an intelligence led approach to management, engagement and development based on the protected characteristics.

The analysis of the diversity data we collect enables us to ensure we have policies that work, target development opportunities and where appropriate it also allows us to monitor any potential discrimination against staff with protected characteristics.

Our overall declaration rates on diversity data for our HCS populations since 2014 is shown below:



*Staff are not required to declare gender, as this is pre-populated by our Human Resources teams.

Rates increased in 2016/17 except for race which has slipped by 2%. Sexual orientation and religion/belief have increased by 2% and 1% respectively. It is encouraging that we have seen a 13% increase in the number of staff who feel comfortable to declare their disability data.

We will continue to focus on increasing our declaration rates in 2017/18 as it is critical to understanding how our polices perform in relation to our staff. Specifically, we will consider how we manage diversity data for our Staff Appointed in Country (SAIC).

Workforce Profile

DFID currently has staff in 32 countries across Africa, Asia and the Middle East. We employed 2985 staff as at 31 March 2017; a 5.9% increase compared to 31 March 2016 when we employed 2818 staff.

Women's representation continues to increase and is now at 56.1% from 55% when compared to the 2015/16 report. The gender split in DFID is slightly higher than the Civil Service figure where 54% of employees are women.

The percentage of staff in DFID who have declared themselves as having a disability is at 7% lower than the overall Civil Service figure of 8.9% and the wider UK figure for working age adults which is 16%. Despite a slight increase from the last year, the low declaration rates for disability remain low compared to other declaration levels should be noted.

In 2014, the Integrated Household Survey (IHS) stated that 1.6% of people identify as gay, lesbian or bisexual. If this data is used as a comparator LGBT representation in DFID, which currently stands at 3%, is above average.

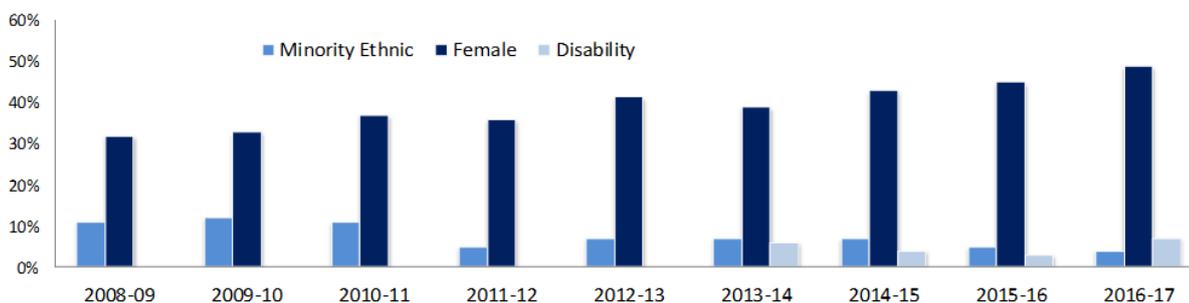
The percentage of Black, Asian and minority ethnic (BAME) civil servants in the Civil Service was 10.1% in 2015/16. The level of BAME representation in DFID is slightly higher at 10.3%. Amalgamated census data from across the UK in 2011 tells us that the BAME population of the UK currently represents 12%.

In the British Social Attitudes survey 46% of the population described themselves as being Christian. The declaration rate for religion and belief within DFID is 49%, of whom 21% identify as being Christian. Given the large number of religious groups it is not possible to undertake detailed analysis based on religion without higher declaration rates.

Given the available data, our analysis suggests that we are a broadly representative organisation across the majority of the protected characteristics when benchmarked against census IHS data. The main exception to this is people with disabilities and BAME who are underrepresented in our workforce. We also know that we need a sustained focus on ensuring a diverse pipeline for senior roles, particularly regarding disability and ethnicity.

Senior Civil Service (SCS)

The table below shows the breakdown of the SCS by BAME, women, and people with a disability.



In 2016/17 the number of women in the SCS has increased to 47%. There is a slight decrease in the number of BAME SCS compared to the previous year and we have seen an increase in the number of SCS who have declared a disability although this figure is still below the wider UK figure of 16% (of working age adults who declare a disability).

Over the next 12 months we will continue to focus on increasing the representation at SCS level by continuing to ensure diversity objectives are integrated into corporate, divisional and corporate business plans; building commitment at SCS level to make diversity central to our global operating model.

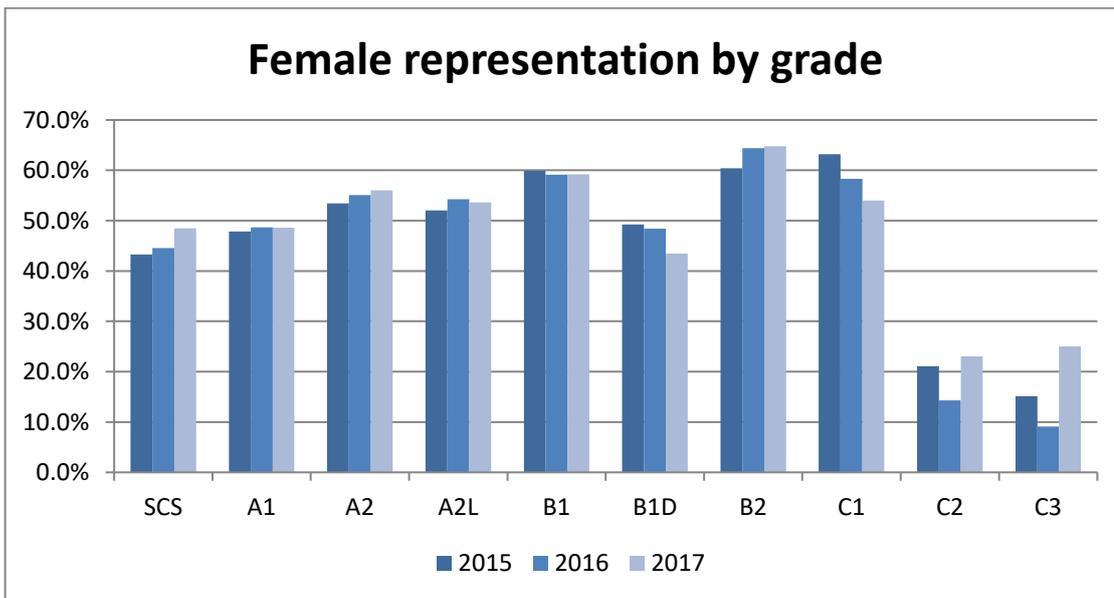
Our Staff by Grade (HCS Women)

DFID's HCS workforce is 56.1% women. This is an increase from 31 March 2016 when it was 55% women and is slightly higher than the wider Civil Service figure of 54%.

Women's representation has increased over the last year at all grades except B1. As at 31 March 2017 women make up 46.6% of the SCS which is an increase of 3% since 31 March 2016.

Representation has also continued to increase at grades below SCS, these increases should a pipeline of candidates to progress into the more senior grades of A2, A1 and SCS.

The table below illustrates representation of HCS women from 2007/08 to 2016/17.



*There were no HCS women, at grade C2 as of 31 March 2017

Additional information can be found in our [Gender Pay Gap Report](#) on DFID Grade composition and gender pay gap.

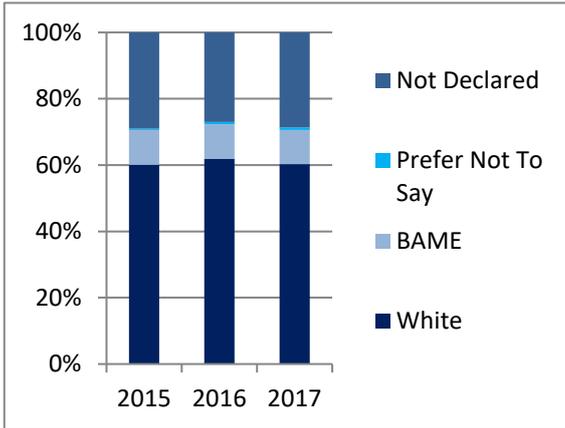
Ethnicity Profile

2016/17 saw a slight decrease in the number of BAME HCS staff who declared their ethnicity, compared to 2015/16.

We are looking at how we can improve our communications and advertising to better attract and increase the number of applications from BAME candidates across all grades.

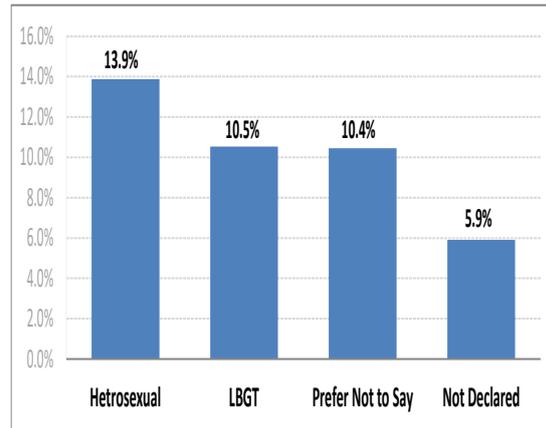
HCS BAME year on year data

2015 and 2016 saw no change to HCS BAME declaration rates, 2017 saw a slight decrease.

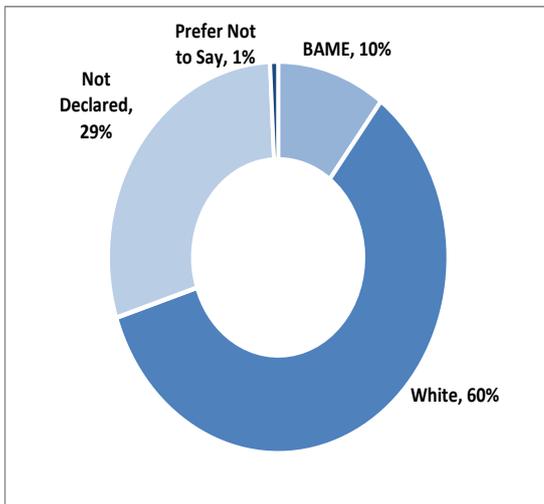


HCS BAME by sexual orientation

10.5% of HCS BAME staff identify as LGBT.

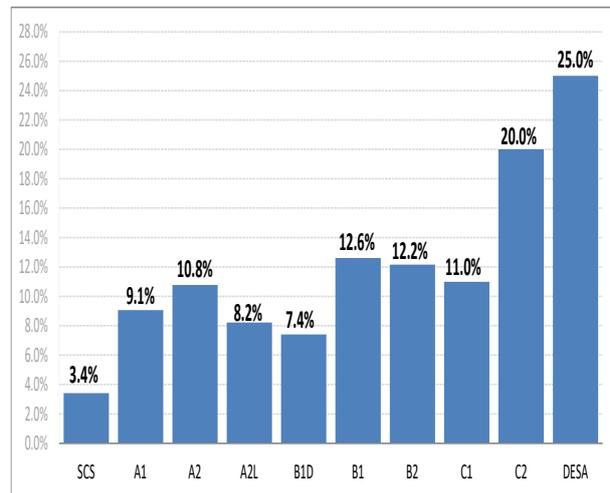


HCS BAME declaration



HCS BAME by disability

A total of 23 HCS staff who identified as BAME declared that they had a disability.

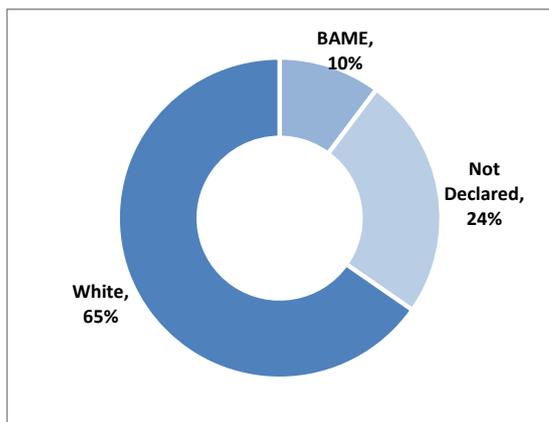


Maternity and Shared Parental Leave

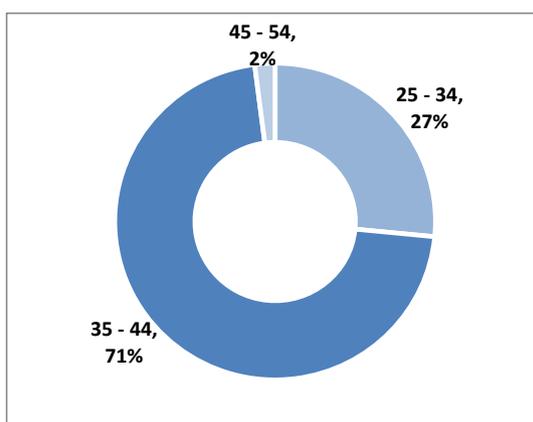
HCS Maternity Leave

Our maternity rate is higher for staff aged over 35, which reflects the fact that our highest single proportion of staff is over 35. Our highest percentage of staff taking maternity was at Grade B2. However, due to higher numbers in the higher grades the number of staff who have taken maternity leave is highest at A2.

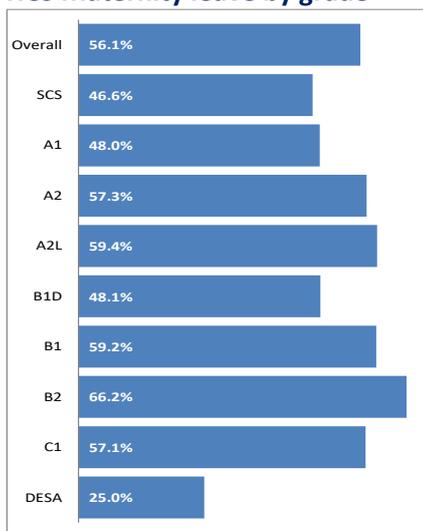
HCS Maternity Leave by ethnicity



HCS Maternity leave by age



HCS Maternity leave by grade



HCS Shared Parental Leave

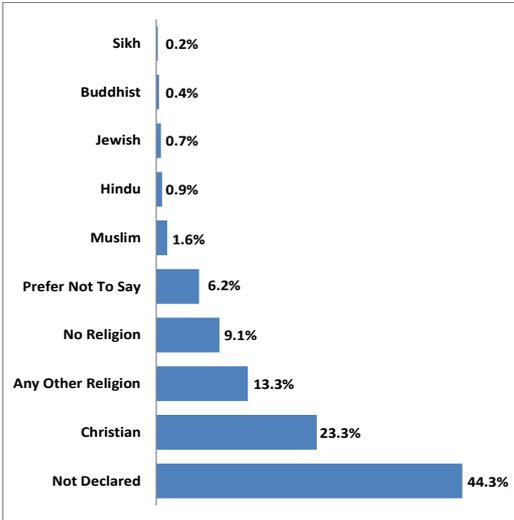
Nine HCS staff took Shared Parental Leave in 2016/17. The increase from 6 staff in 2015/16 is positive and we will continue to raise awareness on the benefits of shared parental leave as part of our flexible working offer available to DFID staff.

As a percentage of those who were eligible for Shared Parental Leave the increase is positive:

Type of Leave	2015 - 2016	2016 - 2017
Number of staff who took paternity leave	32	33
Number of staff who took shared paternal leave	6	9
As a % of total staff who took paternity leave	18.8%	27.3%

Religion and Belief

40% of our HCS staff have declared a religion or faith. 23% have identified themselves as being Christian and 15.3% have declared having no religion or preferred not to say. Given the large number of religious groups it is not possible to undertake detailed analysis based on religion without further driving up declaration rates.

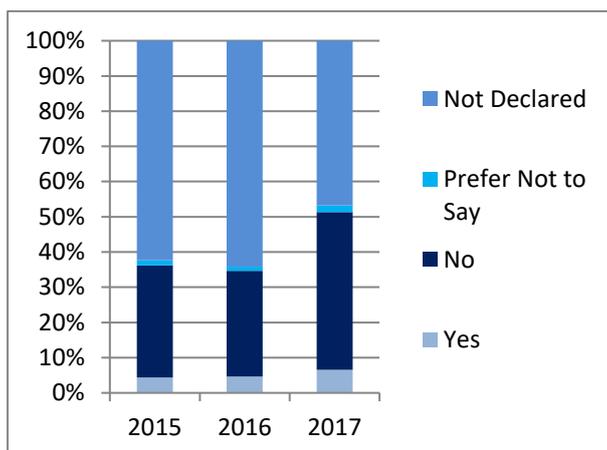


Disability

Across the Civil Service a total of 8.9% of staff have declared a disability. In DFID 7% of HCS have declared a disability, which is slightly below the Civil Service figure. Despite an increase in the last year, declaration rates remain low compared to rates for other protected characteristics.

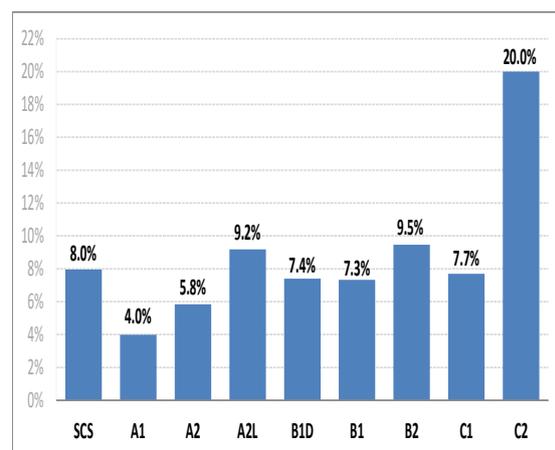
HCS staff with declared disability year on year data

We saw a 1.9% increase of staff declaring a disability in 2017.



HCS staff with declared disability by grade

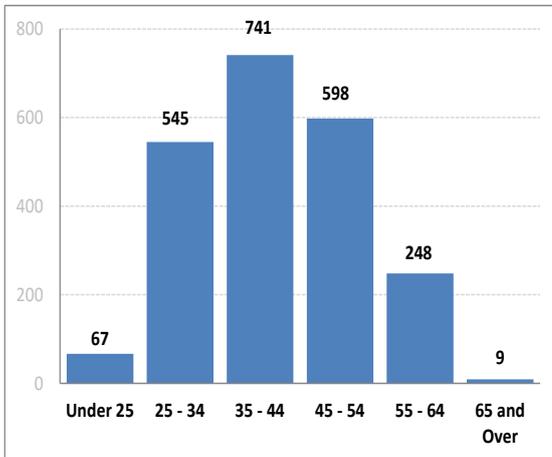
The highest declaration rates for staff with a disability are at grade C2, which is over 50% higher than any other grade.



Age

The number of staff under the age of 25 or over the age of 55 has continued to increase as a percentage of our workforce, but they are still significantly underrepresented element of our workforce.

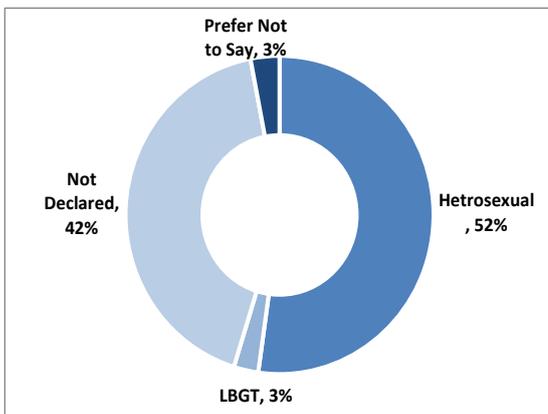
Age profile of HCS staff



Sexual Orientation

3% of HCS staff have declared themselves as gay, lesbian or bisexual. The IHS stated that 1.6% of people identify as gay, lesbian or bisexual at the end of 2014. DFID compares favourably against the UK population.

The figures below show the sexual orientation of HCS staff. Recording rates for sexual orientation are too low to enable the data to be analysed by grade.



HCS Staff Recruitment and Talent Schemes

Recruitment

DFID recruits talented people all backgrounds and from across the UK. Our aim is to ensure that we are the best we can be and to represent more effectively the country we serve. We follow the Civil Service Recruitment Principles of fair and open competition. For the recruitment of SAIC staff, in our overseas locations, we aim to appoint the best candidate, subject to local restrictions and employment law, and recruitment campaigns are open to all.

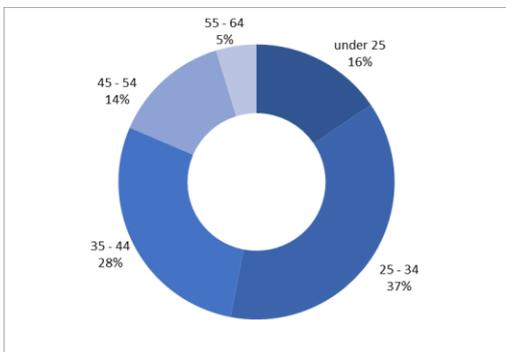
During 2016/17 we recruited 233 new staff.

Following a successful trial, we have fully introduced anonymised recruitment for all SCS posts and will introduce this for grades below SCS in in 2017/18.

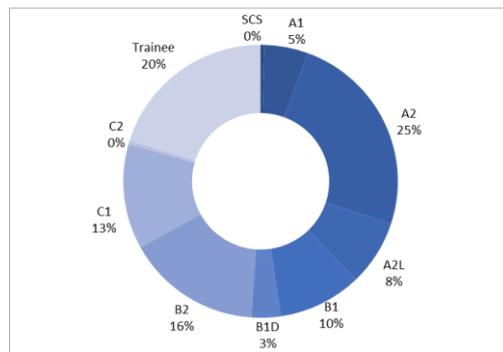
The figures below show the grade, gender, ethnicity, disability and age percentage breakdown of staff that joined DFID in 2016/17.

- 54% of our new starters were women.
- More new starters were aged 25-34 than any other age single age bracket.
- 25% of our new starters were at Grade A2.
- 5% of our new starters declared their ethnicity, and 9% declared they had a disability – these declaration rates are still low, and we will actively promote declaration rates over the next 12 months.

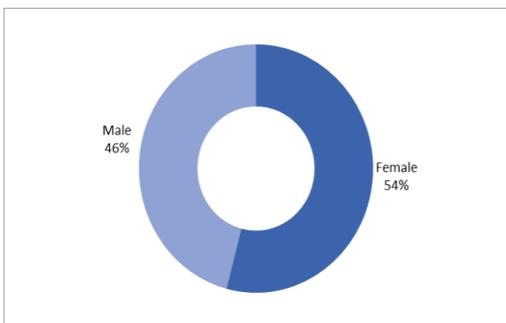
HCS New Starts by age



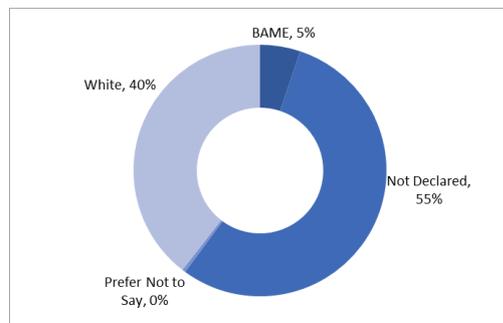
HCS New Starts by grade



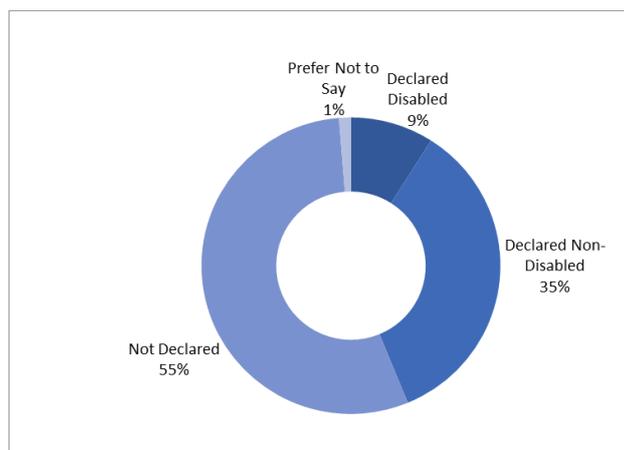
HCS New Starts by gender



HCS New Starts by ethnicity



HCS New Starts with declared disability



Talent Schemes

We want to offer staff at all grades to the opportunity to progress and fulfil their potential. This will help DFID to have a good pipeline of talent across a variety of grades and capability.

In line with commitment to increase the diversity of our senior managers we have continued to work to remove barriers to career progression for all talented staff under-represented in our senior grades by continuing to encourage staff to join talent programmes such as:

- Senior Leaders Scheme
- Future Leaders Scheme
- Positive Action Pathway.

Our vision for our workforce remains the same, that they are more diverse with the right skills, and that they are able to develop to their full potential. We continued working towards an increase in both the diversity of our 'talent pipeline' and of our senior managers, with more disabled, BAME, LGBT and women being attracted to applying to participate in talent schemes and for senior roles.

Graduates and Apprenticeships

We have increased the diversity of candidates accepted onto our graduate and apprenticeship schemes. This involved some targeted advertising, attending specific skills events, using current graduates and apprentices as ambassadors and their profiles to encourage further applications.

We want to do much better in the future. We will continue to target our advertising to increase the diversity of both our graduates and apprenticeships.

Fast Streamers

We have seen a slight increase in the number of fast streamers declaring as BAME and disabled, however this increase still does not reflect the diversity of our HCS staff. We will continue to identify how we can best increase these figures going forwards.

Internships

DFID offer paid internships through targeted recruitment campaigns. We continued to target individuals from backgrounds currently under-represented in our workforce, or those who bring skills we require to achieve our objectives.

All work experience placements are awarded strictly on merit, after a competitive application process. Schemes in 2016/17 included the Summer Diversity Internship Programme, and Graduate Internship Programme – both programmes are advertised on [Civil Service Jobs website](#).

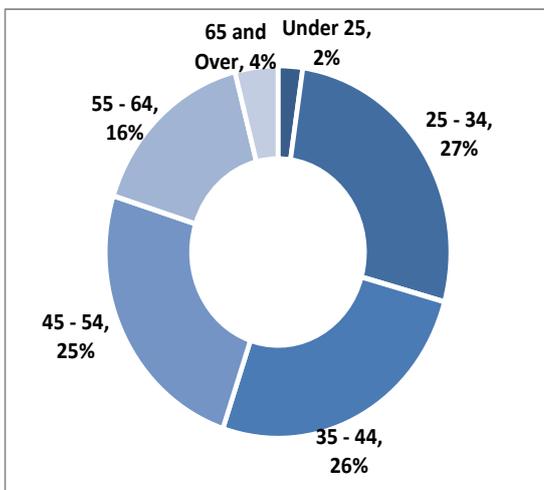
The programmes give UK citizens from diverse backgrounds (either BAME, disabled or those from a disadvantaged socio-economic background) the opportunity to see what a career in the Civil Service is like.

HCS Staff Retention

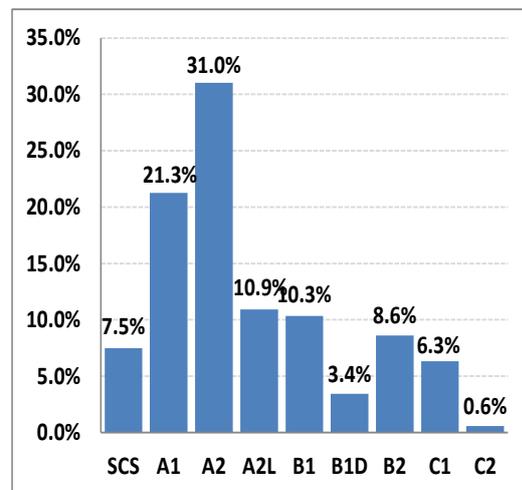
The figures below show the grade, gender, ethnicity, disability and age percentage breakdown of staff that left the organisation. 149 permanent HCS staff left DFID between 1 April 2016 and 31 March 2017.

- 12% more women left DFID than men, although the organisation had more women staff than men.
- Staff aged 25-34 were more likely to leave DFID than any other single age bracket.
- We saw more staff at Grade A2 leave DFID, however Grade A2 makes up the largest proportion of staff.
- BAME and Disabled staff are less likely to leave DFID than other staff.

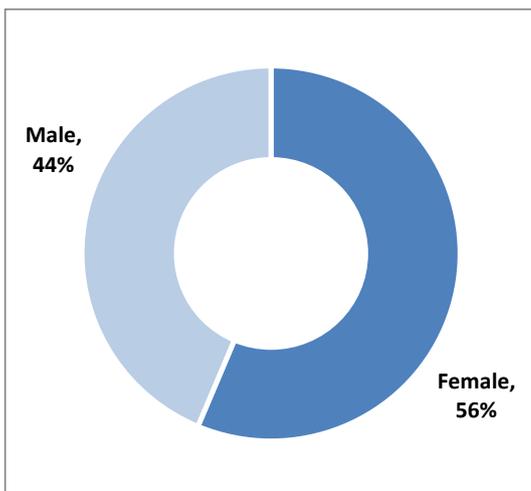
HCS leavers by age



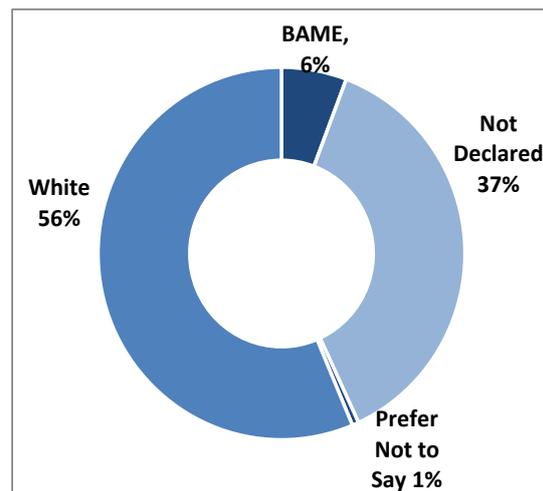
HCS leavers by grade



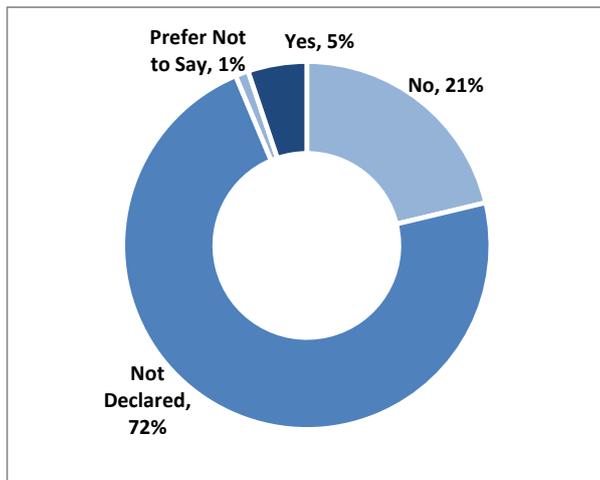
HCS Leavers by gender



HCS Leavers by race



HCS leavers with declared disability



Positive Action

We continued to target outreach to under-represented ethnic minorities and marginalised community groups, maintaining a robust global talent management and succession planning strategy and building staff capacity at two levels:

- by providing the appropriate tools, courses and workshops to equip staff at all levels to understand and advance diversity
- by mentoring and coaching of targeted staff, creating innovative communications materials across multiple platforms to build awareness about diversity and setting measurable targets and objectives that are achievable by divisions and country offices.

Performance and Talent Management

Effective performance and talent management is crucial to develop and get the best out of staff to ensure that DFID delivers our goals. The performance management cycle is central to ensuring that DFID continues to be a high performing organisation.

The performance and talent management cycle has three key phases:

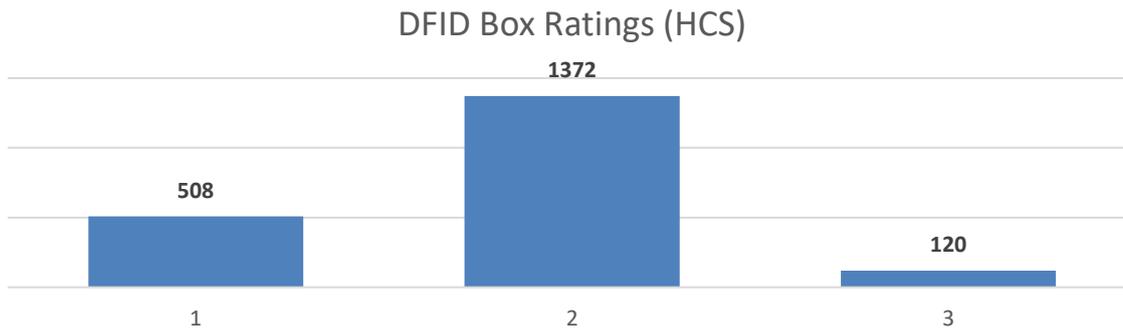
- Set - setting performance expectations and objectives
- Monitor - regular performance discussions, including reviewing underperformance
- Assess - mid/end of year reviews and talent management.

A rating is given at the end of the performance year with employees getting a rating between one and three (where one indicated that they have exceeded their objectives and a three indicating that they must improve).

HCS Performance by Grade Below SCS

A performance rating is given to each member of DFID staff at the end of the performance year (01 April-31 March)

These ratings are box one, two or three. Box one being the highest and box three the lowest.



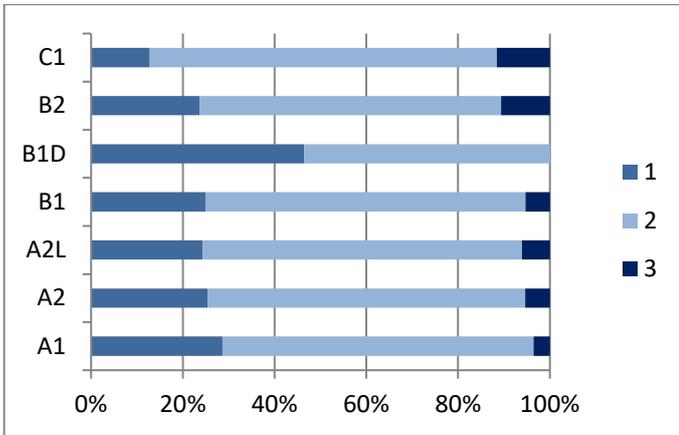
For the performance year 2016/17 DFID had a 3 box rating system. These ratings were:

Box 1	Consistently excels in delivering a challenging set of high stretch objectives; has met or exceeded these objectives in terms of delivery and also by strongly demonstrating and role-modelling the competencies, behaviours and values expected from someone in their own and at a higher grade/pay band.
Box 2	Consistently delivers objectives and demonstrates behaviours, competencies and values set for the role/grade.
Box 3	Underperforming. Objectives are delivered sporadically or not at all and behaviours, competencies and values set for the role/grade are not being demonstrated. Objectives may all be delivered, but at a standard below what would be expected for the role/grade, and behind timescale.

As per Cabinet Office guidance we had guided distribution for the number of staff within each rating. These were Box 1 – 25% of staff, box 2 – 65% of staff and box 3 – 10% of staff.

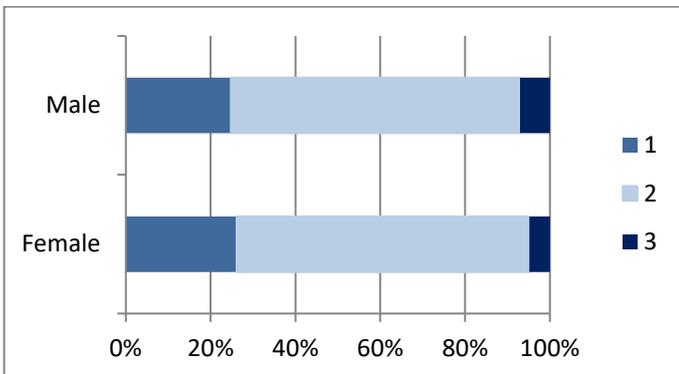
HCS Performance by Grade

Twice as many HCS Staff at Grade B1 received a box one rating than those at Grade C1 to get a box one marking. HCS Staff at Grades C1 and B2 received more box three ratings.



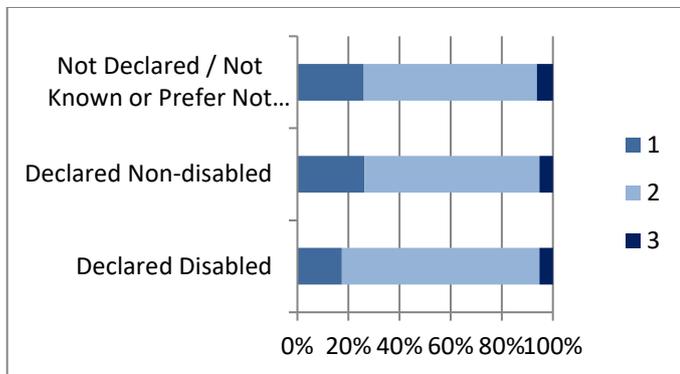
HCS Performance by gender

Women received a higher proportion of box one ratings than men. Men are more likely to receive a box three than women.



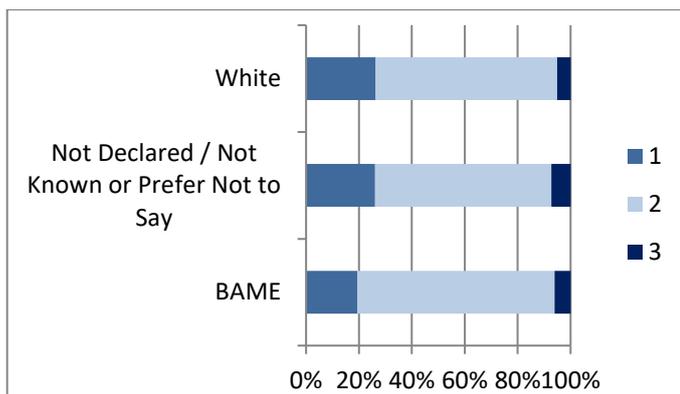
HCS Performance by Disability

People with disabilities received fewer box one ratings and more box three ratings than those who did not declare a disability.



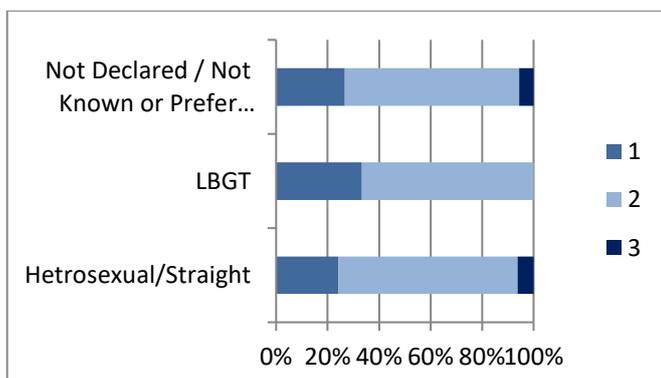
HCS Performance by Ethnicity

Black and minority ethnic (BAME) employees received slightly less box one ratings as non-BAME colleagues, but the number of box three ratings was double that of colleagues declared as white.



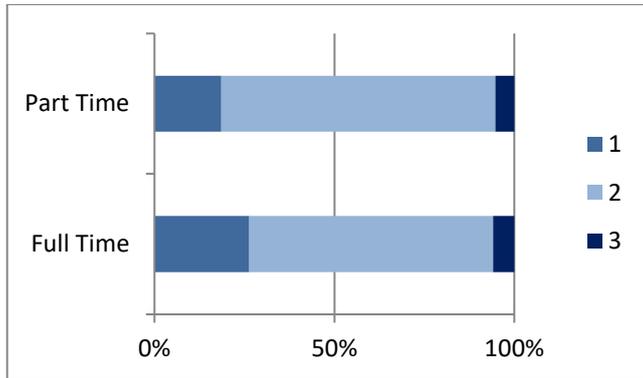
HCS Performance by Sexual Orientation

More Lesbian, gay, bisexual and transgender staff received a box one rating and a lower proportion received a box three.



HCS Performance by Working Pattern

Fewer part time workers received box one or box three ratings in comparison to full time colleagues.



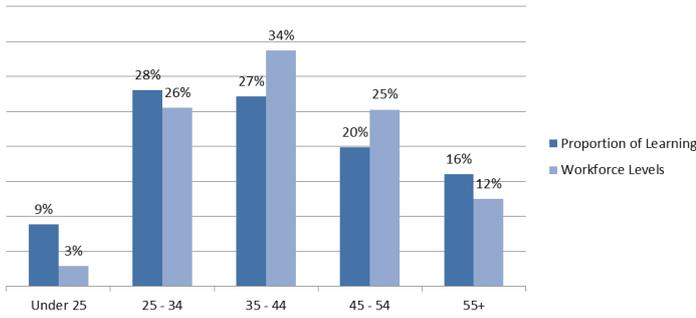
Developing HCS Performance and Talent Management Going Forward

- At the end of the reporting year 2016/17 we undertook a full multi-variant analysis of our performance management data to identify in more detail the impact of protected characteristics upon box markings.
- From 2016 all government departments can now make changes to their performance and talent management systems, to reflect their business requirements.
- We will use our multi variant data to inform conversations and consultation improving our talent management reporting system.

HCS Learning and Development

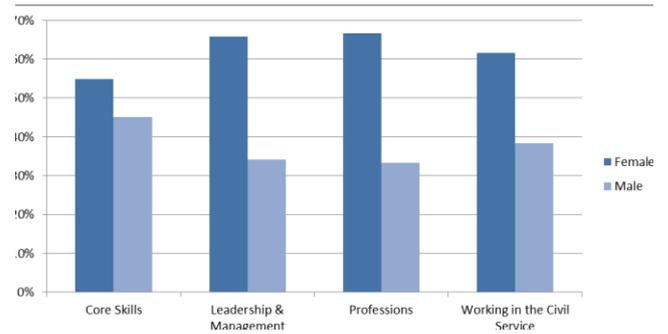
The majority of formal generic training delivered across the Civil Service is delivered through Civil Service Learning (CSL). Civil Servants use the CSL website to access e-learning, view on line resources and book onto face to face courses.

Learning by age



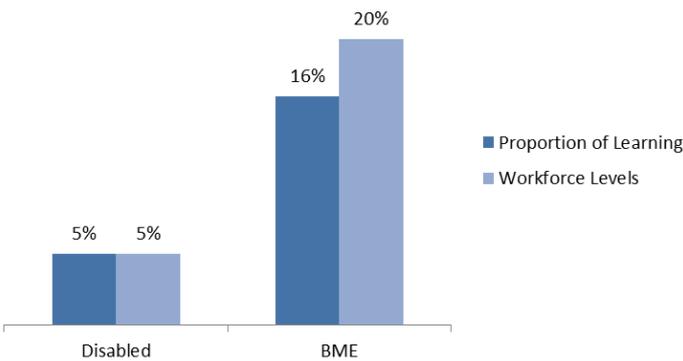
Workers aged 35 and over are (proportionately) less likely to have accessed training through CSL in the last financial year. This trend was noted over the last two years We will continue to develop a clear strategy on ageing in the workplace which cuts across many of the areas in this report.

Learning by gender



Women are twice as likely as men to take courses which are categorised as being about leadership and management and professions.

Learning by BAME and our staff with a disability

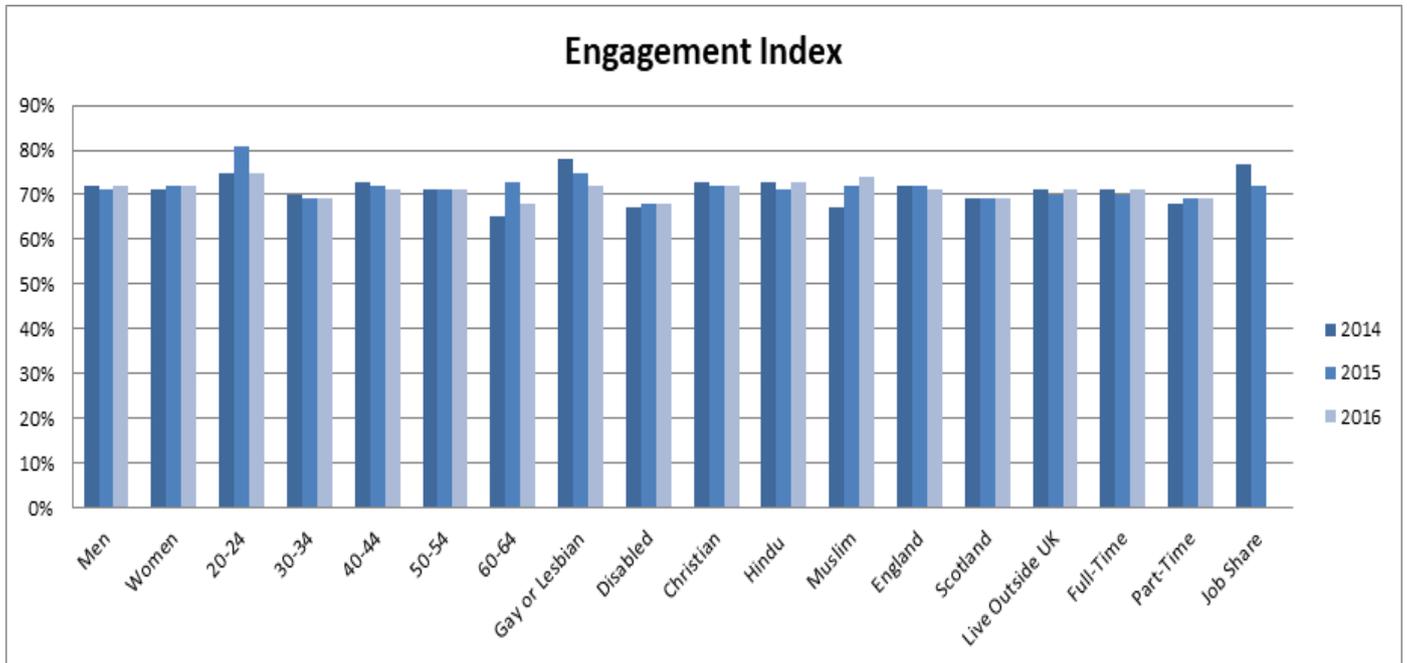


Staff identifying as having a disability undertake the same level of training as their workforce population percentage. BAME undertake a disproportionate amount of training compared to their workforce population percentage.

Civil Service People Survey for DFID

The Civil Service conducts a People Survey each year in October which measures staff engagement. In 2016 88% of DFID staff completed the survey, our overall engagement score was 71%.

DFID has one of the highest staff engagement figures across the Civil Service and has for the past three years seen engagement scores of over 70%.



As illustrated by the graph above engagement increased for part time staff, men, those living outside the UK and religion except Christian, which dipped slightly the previous year.

Engagement has dropped slightly in 2016 for our staff under 25 or over 60.

There was a slight increase for staff who live outside the UK, with staff in Scotland remaining the same and a drop for those based in the UK.

Disappointingly our LGBT has dropped slightly for the second year in a row, we will work with our staff network to see what steps we can undertake to increase this over the next 12 months.

In addition to engagement, staff are also asked if they have been subject to bullying, harassment and discrimination as part of the people survey.

We know that underrepresented groups are more likely to report BHD than the majority groups, in particular staff with a disability or LGBT.

Staff over the age of 55 are significantly less likely to report experiencing BHD.

Bullying and Harassment

Our 2016 People Survey results confirmed that 10% (235) of our staff reported that they personally experienced bullying or harassment (+1% on 2016). This has been a consistent issue in the last 3 years. We have targeted interventions where we have the biggest issues around bullying and harassment and will continue to do so. Our work on diversity and inclusion aims to ensure a positive working environment for all our staff.

Bullied or Harassed	2014	2015	2016
Yes	10	9	10
No	81	85	83
Prefer not to say	9	7	7

Of the 10% of staff who selected 'YES' to the question of whether they had experienced this

- 32% reported it (75 staff)
- 48% didn't report it (112 staff) and
- a further 21% preferred not to say whether they had or not (48 staff)

Overall, only 20% of those experiencing bullying and harassment feel the issue has been resolved (47 staff).

Discrimination

13% of our staff reported that they personally experienced discrimination at work; this was 2% higher than last year.

Compared to the 11% who declared they had personally experienced discrimination at work in the 2015 People Survey there was a 2% increase to 13% in the 2016 survey.

Feel discriminated	2014	2015	2016
Yes	12	11	13
No	78	80	78
Prefer not to say	10	9	9

Inclusion and Fair Treatment

Of those who completed the survey, 1,883 people (80%) feel they have been treated fairly at work (slightly down on last year). This figure has changed slightly but largely remained static over the last 3 years, with no statistically significant changes. This suggests that our current work to make staff feel valued and to ensure consistency and fairness across DFID is not having a significant impact.

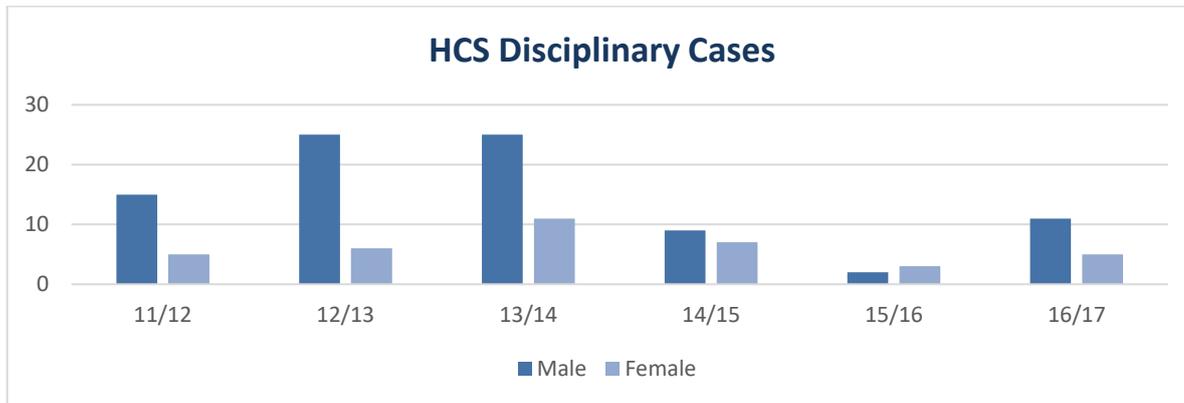
I am treated fairly at work	2014	2015	2016
Agree/Strongly agree	80%	81%	80%
Neutral	10%	11%	11%
Disagree/Strongly disagree	10%	8%	9%

I feel valued for the work I do	2014	2015	2016
Agree/Strongly agree	72%	71%	72%
Neutral	15%	17%	15%
Disagree/Strongly disagree	13%	12%	13%

Discipline and Grievance

For the purposes of this report, we cannot provide information on protected characteristics data beyond gender, without risking the anonymity of colleagues.

Overall use of the disciplinary procedure is at its lowest level since reporting began. Application of the procedure has been more even this year although the low levels of formal disciplinary action should be noted when interpreting these numbers.



There were 16 recorded discipline cases in 2016/17, two thirds of the individuals disciplined were men.

The number of grievances remains too low to report publicly.

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