Equality Monitoring 2011/12

Equality Monitoring in DSA

V1.1

In House Analytical Consultancy

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Department for Transport

GORS
Government Operational Research Service

Contents

Chapter 1: Management Summary

1.1 Introduction

This report is an analysis of staff diversity, for staff in post between 1st April 2011 and 31st March 2012.

The analysis takes data on staff in post, cessations, grievances and discipline, sickness absence, training, performance management and recruitment, and considers whether there were significant differences with respect to sex, race, disability, pay band, age, sexual orientation, religion and belief, job type and working pattern.

Where possible, comparisons have been made against the previous year.

The inequalities and differences identified have been described in non-statistical terms throughout this report. However, where differences have been found to be statistical significant, this has been highlighted. By statistically significant, we mean that the difference is unlikely to have occurred by chance. Where results are not specifically discussed, this generally means that no statistically significant inequalities were found.

1.2 DSA Structure and Organisation

The Driving Standards Agency (DSA) is an executive agency of the Department for Transport. Along with the delivery of practical and theory driving tests, the DSA has a statutory responsibility for setting the standards of these tests. It is also responsible for the regulation of driving instructors and trainers, and the promotion of voluntary registers and non-statutory activities to improve driving standards.

On the 31st March 2012, DSA employed 2,507 staff (excluding employees on long-term leave[1]). On 31st March 2011, DSA employed 2,533 staff; there has been a decrease of 26 staff (or 1.0%) since last year.

1,845 employees were driving examiners, 632 were admin staff and 30 were support staff. Support staff are DSA's cleaners and postal messengers. Admin employees include staff in the back office (working in HR, regulation, planning, etc.) as well as those that work in the call centre providing phone cover and keeping records up to date.

From 2010/11 to 2011/12, there was an increase in the number of examiners from 1,791 to 1,845 (an increase of 54 or 3.0%). Admin and support staff decreased in number by 75 (10.6%) and 5 (14%) respectively. There was a significant increase in the number of examiners in the driving examiner (DE) pay band from last year.

The biggest single grouping of employees was in the Nottingham Head Office (the Axis building) where 299 staff were based; the next biggest grouping of staff was at the Newcastle Area Office, where 275 staff were based. The Cardiff Area Office reduced in size during 2011/12, and therefore is not considered as a separate location this year.

The majority of employees at Nottingham Head Office, and all employees at Newcastle Area Office were admin, with a small number of middle to higher graded driving examiners and support employees working in Nottingham. The vast majority of driving examiners and support staff worked at test centres throughout Great Britain.

[1] Long term leave includes employees who were on long-term sickness absence.

1.3 Restructuring in DSA

During 2011/12, the Cardiff office downsized as part of a restructuring exercise and a move to smaller premises. Over 60% of the admin staff who left DSA had worked in Cardiff; the majority of these retired, took part in a voluntary exit scheme (VES or VER) or transferred to another government department.

1.4 Key Findings: Sex

The majority (71%) of DSA staff were male. This reflects the fact that approximately three quarters of staff were examiners, and over 80% of examiners were male. In contrast, just over half of admin staff and all but two support employees were female.

Within the DSA Head Office at Nottingham, the male to female ratio was not significantly different from the local working-age populations. In contrast, the Newcastle Area Office had significantly more female employees than the local working-age population, and staff in other offices had significantly more male workers.

Female driving examiners were, on average, significantly younger than their male counterparts; the average age of a female driving examiner was 48, in contrast with 52 for male driving examiners.

The average age for admin staff was the same for male and female employees.

1.5 Key Findings: Race

Of those who identified with a racial group, 4.9% were black or minority ethnic. 206 staff were of unknown or undeclared race (8.2%); this was significantly higher than the previous year, but with significantly lower declaration rates in the AO pay band.

The proportion of BME employees in the Nottingham and Newcastle offices was not significantly different from the proportions in their local working-age populations (5.3% in Nottingham, 2.9% in Newcastle). There was a significant difference in other locations – 5.1% of staff who had declared their race were BME compared with 11.6% in the GB working-age population.

There were disproportionately low numbers of BME employees in pay bands G7 and G6.

BME examiners were more likely to work full time than white examiners. Conversely, BME admin staff were more likely to work part time than white admin staff.

1.6 Key Findings: Disability

92% of staff declared their disability status – this declaration rate was similar to the previous year. The declaration rate was significantly lower for AOs than other pay bands.

Of those who made a declaration, 11% of staff declared themselves to be disabled. This was a significant increase on the previous year (9.2%). EO pay band was significantly more likely to contain disabled staff, and G7 less likely.

While the proportion of disabled staff in the Nottingham office was similar to that in the local working-age population, the proportion for the Newcastle office and other locations was significantly lower.

1.7 Key Findings: Age

More than three quarters of DSA staff were over 40 – a pattern largely driven by driving examiners, almost 90% of whom were aged 40 and over. In

addition, all but one of the 30 support employees were aged 40 or over. Admin staff on the other hand had an age profile comparatively more representative of the GB age profile.

13% of all DSA staff were over 60; this proportion was higher still for examiners (16%) and support staff (40%).

Overall, Nottingham Head Office staff had an older age profile than the working-age population in the local area: in particular there were very few staff aged under 25.

In contrast, staff in Newcastle were younger than expected, when compared with the local working-age population. In this office, almost 60% of staff were under 40.

Only 1% of staff in other locations were 30 years old or younger - significantly different from the local working age population.

The average age of DSA employees has increased by 0.6 years since 2010/11.

1.8 Key Findings: Working pattern

Overall, 18% of DSA staff worked part time (17% of examiners, 20% of admin staff, 93% of support staff).

Across DSA there was a significant difference in the proportion of male and female part-time staff, with 30% of female staff and 14% of male staff working part time.

There was a significant difference in working patterns across pay bands for admin staff; as pay band increased, so the number of part-time staff decreased.

1.9 Key findings: Learning and Development

An average of 2.9 days training per person was recorded. 46% of staff had recorded training, and considering only those, the average number of days training was 6.2 days

Examiners had more training than admin staff, who in turn had more training than support staff.

Generally, younger, full-time staff who had not had sickness absence were more likely to have participated in training, and to have had more days training.

For admin staff, participation in training increased as pay band increased, as did the number of days training. Female admin staff were also more likely to have recorded training than male admin staff.

Examiners participating in training were more likely to be male and non-disabled.

1.10 Key Findings: Recruitment

DSA ran 24 recruitment campaigns during 2011/12. All but two of these campaigns were internal to DSA, and 19 campaigns were for admin staff. Four campaigns, two of which were externally advertised, were for driving examiners at the DE pay band.

The diversity profile of candidates for internal posts was similar to that of staff in post.

For the DE recruitment campaigns, applicants were more likely to be male, black or minority ethnic, or non-disabled, than was expected when compared with local working-age populations.

Black and minority ethnic applicants for the DE posts were less likely to be successful at the sift, less likely to pass the special driving test, and less likely overall to be successful in the recruitment process, than either white applicants or applicants who did not declare their race.

Generally, female applicants were more successful at interview than male applicants. In addition, female candidates were more successful in the sift for AO posts than male candidates.

1.11 Key findings: Sickness Absence

DSA employees in post at 31st March 2012 had an average of 8.6 days sickness absence in 2011/12. The official Cabinet Office figure was 10.6 days.

Disabled employees were more likely to have had some sickness absence, and also to have had a greater number of days.

Females were more likely to have had some sickness absence.

Employees in lower pay bands, in particular AO, were more likely to have been absent due to sickness. Staff in pay bands G7, SE, SDE and ACDE were less likely to have had sickness absence.

AO and DE had recorded significantly more days sickness absence than employees in higher pay bands.

Support staff were less likely to have had sickness absence.

Younger admin staff had less sickness absence than older admin staff.

1.12 Key findings: Performance management

Almost 90% of DSA staff received the highest performance mark ("Consistently achieves all requirements").

ACDE examiners were more likely to have received the top performance mark than examiners at other pay bands.

AA and AO staff were less likely to have received a top performance mark than staff in other admin pay bands.

For admin staff, having had some sickness absence was linked to a lower chance of receiving a top performance mark.

White AO staff were more likely to have received a top performance mark than either black or minority ethnic staff, or staff who had not declared their race, at that pay band.

1.13 Information Recommendations

DSA provided each dataset requested in plenty of time to meet the equality monitoring timetable / deadlines. The quality of the data overall was excellent, as was the assistance and additional information provided in order to help process and analyse the data.

There has been a significant increase in the sexual orientation declaration rate since last year's report. However, as the declaration rates for this and religion/belief are still below 50%, further improvements are needed before we can do a robust analysis using this information.

Chapter 2: Introduction

2.1 Equality Monitoring

This report contains an analysis of the diversity of DSA staff for 2011-12.

The aim of the analysis was to:

- identify differences between diversity groups within DSA;
- compare the diversity of DSA staff with the diversity of the local working-age population; and
- highlight any changes since previous years.

2.2 Analysis and reporting

This analysis has considered the following areas of diversity:

- Sex
- Race
- Disability
- Age
- Working pattern
- Sexual Orientation
- Religion and belief

And for the following datasets:

- Staff in post
- Recruitment
- Cessations
- Performance management reports
- Learning and development
- Disciplinary cases
- Grievance cases
- Sickness absence

It also gives information about maternity leavers and returners.

Results described in this report are based on the outcomes of statistical tests. These tests are used to identify statistically significant differences between groups – that is, differences larger than the likely range of natural variation.

Data for this report was provided by DSA HR, and has been summarised in the annex tables provided with this analysis.

2.3 Data coverage and quality

Data related to staff in post at the end of 31st March 2012, and cessations between 1st April 2011 and 31st March 2012.

For the purpose of this report, Senior Civil Service (SCS) staff in DFT(C)'s Agencies have been included along with the SCS in DFT(C).

Staff on long-term leave (for instance maternity leave[2] and career breaks) are not included in the analysis, and nor are staff who are not civil servants (e.g. consultants, temporary administrators etc).

Data on staff sex, age and pay band are held for each member of staff, but data on disability, race, sexual orientation and religion/belief are voluntarily provided. As a result, and because staff may be unwilling to provide this information, these data often have significant numbers of unknowns or undeclared statuses and subsequently analysis was not always possible.

Staff are categorised into three different job roles: Driving examiners (largely referred to in this report as "examiners"); staff working in Agency administration and management roles ("admin"); and

[2] 21 staff were on paid or unpaid maternity leave on 31st March 2012.

support staff such as cleaners and post room staff (“support”). The number of support staff is insufficient for many of the statistical tests to be carried out, therefore analysis broken down by job role largely focuses on examiner and admin roles.

2.4 Declaration rates

All employees are encouraged to complete an equality monitoring form which records their race, religion or belief, sexual orientation, disability status, age and sex. The individual information is confidential but the overall statistics are used to analyse trends and support diversity action plans. DfT is keen to achieve high declaration rates and to exceed 90% for all diversity strands (protected characteristics).

Throughout this report any references to declaration rates or staff who had declared their [e.g. disability] status apply to staff who identified with a particular diversity category – such as “disabled“or “White British”. In other words, for the purposes of this report, staff who have declared that they prefer not to say have been grouped with those for whom no information is held, and described as unknown/undeclared. So if, say 10% of staff had chosen not to specify their race, and information was not available for a further 20%, we would quote a declaration rate of 70%, even though technically 80% had made a declaration.

The table below shows the position for the year ending 31 March 2012. Age and sex have a 100% declaration rate because this data is automatically available for all employees.

Protected characteristic	Declaration rate
Age	100%
Sex	100%
Race	91.8%
Disability status	92.2%
Sexual orientation	45.4%
Religion and belief	40.1%

Chapter 3: Staff in post and geographical distribution of staff

This chapter considers the geographical distribution and the diversity mix of DSA staff.

It investigates the diversity of three staff groupings by job type: examiners; admin and support staff.

It also compares diversity in the two largest offices, Nottingham Head Office (Axis) and Newcastle Area Office, with the local working-age populations. The Cardiff Area Office reduced in size during 2011/12, with staff numbers at this office now insufficient for the location to be analysed separately. As a result Cardiff staff were grouped under the "Other" location.

The vast majority of staff in 'Other' locations were examiners, so results for these two groupings are mostly interchangeable.

Key findings

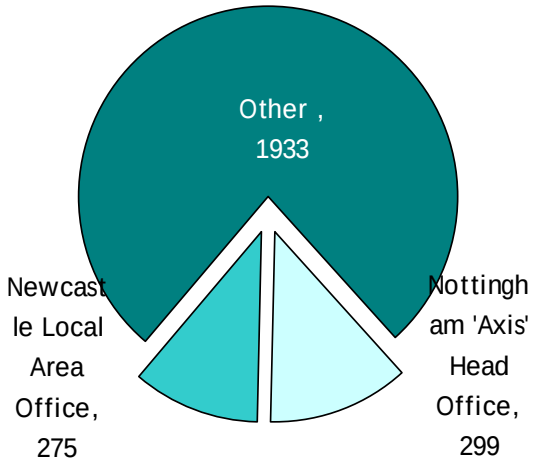
DSA's main job types and locations have different diversity characteristics:-

- **Driving examiners** – mostly based in 'Other' locations throughout Great Britain - were predominantly male, and both older and reporting lower levels of disability than the GB working-age population.
- **Support staff** – mostly based in 'Other' locations – were predominantly female, white and had not declared themselves disabled. All but one of the 30 support staff were aged 40 and over.
- **Admin staff** – mostly based in the Nottingham and Newcastle offices had a more even proportion of male and female staff.
- Diversity of staff in **Nottingham and Newcastle offices** was broadly comparable with the working-age population of the local areas, except:
- The **Nottingham Head Office** employee age profile was older than the local working-age population;
- The **Newcastle Area Office** employee age profile was younger than the local working-age population, and also had a lower level of reported disability.
- The proportion of staff in **Other locations** with a disability or from an ethnic minority was lower than in the local working age population.

3.1 Geographical distribution of DSA staff

On 31st March 2012, DSA had 2,507 staff based in offices and test centres across Great Britain. The largest single grouping of staff was in the Nottingham Head office (the Axis building), the next largest grouping was Newcastle Area Office and the remainder – and majority - of staff were located in other offices and test centres across the country.

Staff by Location



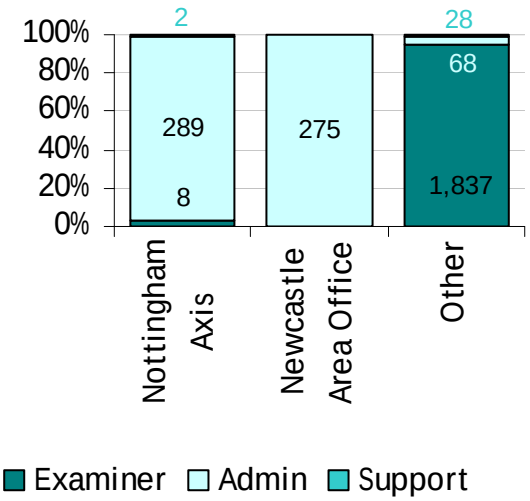
3.2 Diversity profile of DSA staff

Almost three quarters of DSA employees were driving examiners. Most of these were based in test centres across the country, with 8 staff in middle to high driving examiner pay bands based in the Nottingham office.

A quarter of DSA staff were admin - mostly based in the Nottingham and Newcastle offices, but also in Cardington and Cardiff offices and some test centre locations. Admin staff include those in the 'back office' (working in HR, regulation, planning, etc.) as well as those that work in the call centre, providing phone cover and keeping records up to date.

The remaining 30 employees were support staff, mostly based at individual test centres. Support staff are DSA's cleaners and postal messengers.

Job Type by Location



For all diversity types, comparisons have been drawn with local working-age populations. For the "Other" locations, comparisons have been made with the working age population across Great Britain. For the Nottingham and Newcastle offices, local working-age populations have been drawn from Nottingham and Newcastle and their respective surrounding local authority areas.

3.2.1 Sex by location

DSA as a whole

Overall, 71% (1,772) of DSA employees were male.

Nottingham

The male to female ratio in the Nottingham office was not significantly different from the local working-age

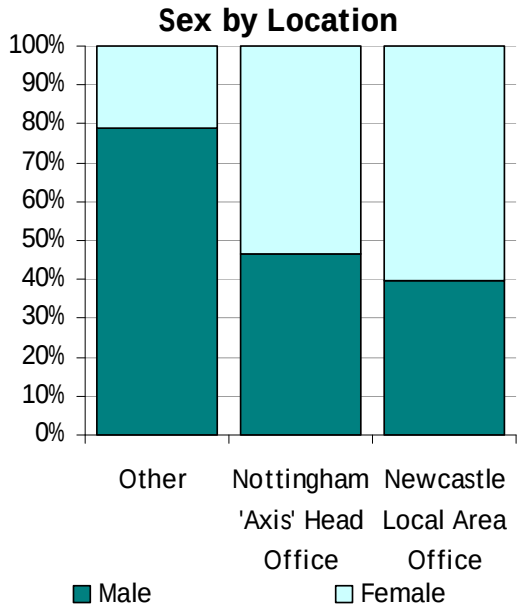
population. Of the 299 employees in the Axis Building, 54% (160) were female.

Newcastle

60% of staff in the Newcastle Area Office were female; this was a significantly higher female to male ratio than the working age population in this area.

Other locations

The majority of staff in test centres and other offices were male (79%); this was a significantly different proportion from local working age populations.



3.2.2 Sex and age by job type

Examiner

Most driving examiners were male: just 19% of driving examiners were female.

Female driving examiners were, on average, younger than their male counterparts; the average age of a female driving examiner was 48, in contrast with 52 for male examiners.

Admin

Admin staff were fairly evenly split with 56% female across the agency. The proportion of female staff was a little higher in Newcastle (60%) and lower in Other locations (47%).

The average age for admin staff was the same for male and female staff (42 years old).

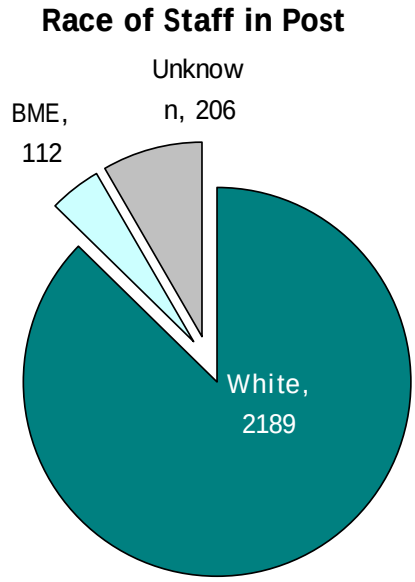
Support

Most support staff were female (93%). The age of support staff was higher than for other job types; the average age of staff in support roles was 56.

3.2.3 Race by location

DSA as a whole

112 DSA staff had identified themselves as black or minority ethnic (BME). This was 4.9% of those who declared their race. A further 206 staff were of unknown or undeclared race, which meant there were more staff with unknown race than had declared themselves BME. This may affect the quality of the analysis.



Nottingham and Newcastle

The proportion of ethnic minority staff in the Nottingham and Newcastle offices was not significantly different from the

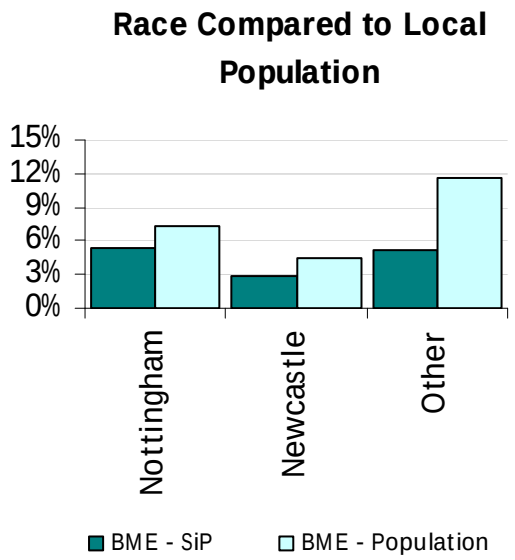
proportions in their local working-age populations.

Of those who had declared their race, 5.3% of Head Office staff had declared themselves to be black or minority ethnic.

2.9% of Newcastle Area Office employees had identified themselves as BME.

Other locations

The racial profile of employees in other locations was significantly different from that of the GB working-age population (5.1% BME for those that had declared, compared with 11.6% in the GB working-age population).



3.2.4 Disability by location

DSA as a whole

2,311 of DSA staff declared their disability status (92%). Of these, 255 of declared themselves to be disabled (11%). Declaration rates were broadly similar to the previous year.

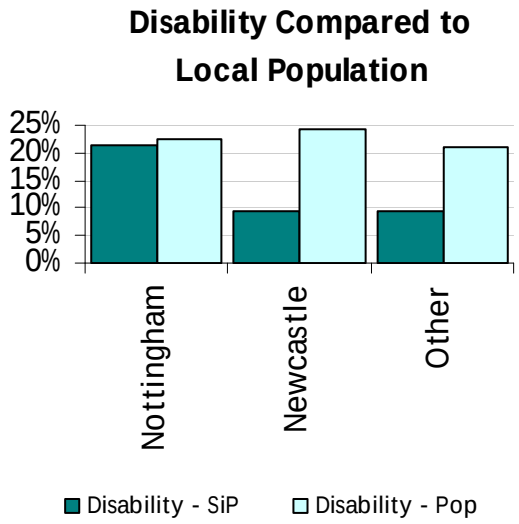
Across Great Britain, the proportion of disabled people in the working-age population was 21%[3].

Nottingham

22% of staff in the Nottingham Axis building who declared their disability status were disabled; this is similar to the local population.

Newcastle and Other locations

Both Newcastle Area Office and Other locations had a significantly lower proportion of disabled staff than in the local population.



3.2.5 Age by location

DSA as a whole

Almost 80% of DSA staff were over 40. This was largely due to the presence of driving examiners – almost 90% of whom were over 40. Admin staff had an age profile comparatively more representative of the GB age profile. All but one of the 30 support employees were aged over 40.

[3] For the disability status of the working-age populations, the definition of disabled includes both those with a disability covered by the Disability Discrimination Act and those with a work-limiting disability.

13% of all DSA staff were over 60; this proportion was higher still for examiners (16%) and support staff (40%).

Nottingham

Overall, Head Office staff had an older age profile than the working-age population in the local area: in particular there were very few staff under 25 (0.7% in DSA compared to 20.5% in the local working age population).

Newcastle

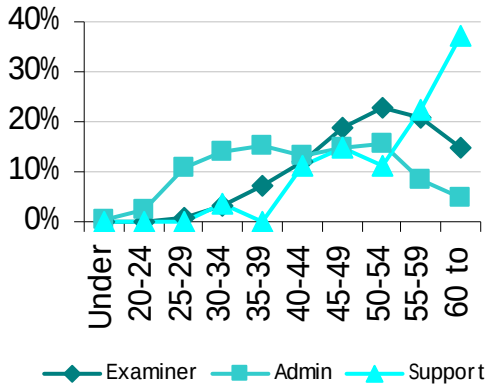
In contrast, staff in Newcastle had a younger age profile than the local working-age population: in particular, there were more staff aged 25-39 than expected. In this office, almost 60% of staff were 40 years old or younger.

Other locations

Three quarters of staff in other locations were aged 45 or older; this was a significantly higher proportion than in the local working age population. Conversely, only 1% of staff in other locations were 30 years old or younger, also significantly different from the local working age population.

The age profile of staff in different locations, is largely explained by the age profile of different job types, shown below, as examiners make up a large proportion of staff in other locations, and all the staff in Newcastle are admin staff.

Age of Staff by Job Type



3.3 Sexual orientation

45% (1,137) of DSA employees had declared their sexual orientation, 3.0% (34) of whom had declared themselves lesbian, gay or bisexual.

3.4 Religion and belief

67% (1005) of employees had declared their religion/belief, 81% (813) of whom had declared a religious belief (the remainder declaring atheism / agnosticism or no religious belief).

3.5 Maternity leave

There were 21 staff on paid or unpaid maternity leave at the end of March 2012. 18 staff returned from maternity leave to the agency during the year.

Chapter 4: Staff in post across pay bands

This chapter considers how the minority groups are distributed across the pay bands across DSA within the two main job types: examiner and admin. The support staff group is not considered separately as it is very small and all but one of these 30 staff were in the AA pay band.

The analysis takes each pay band in turn and compares it with all the others.

In this section, "significantly more females than expected" means that there were significantly more females compared with the other pay bands rather than the local working-age population.

Key findings

Driving examiners:

- No differences in pay band distribution by sex, race or disability status.
- Staff in the DE pay band more likely to be younger, part-time, and (with SDE) BME than in other pay bands.
- Staff in the SDE and SE pay bands more likely to work full time.
- Part-time driving examiners were more likely to be female than full-time driving examiners.
- Part-time driving examiners were significantly older as a group than their full-time colleagues, and less likely to be BME.

Admin staff

- G7 and G6 staff more likely to be male, non-disabled, white and older than other pay bands.
- Older staff than expected in AA pay band.
- AO staff more likely to be female and younger than other pay bands.
- Lower declaration rates for disability status and race in AO pay band.
- Part-time admin employees were significantly more likely to be female and/or BME.
- EO staff more likely to be disabled than staff in other pay bands.

4.1 Distribution of staff by diversity group

The following sections describe how staff in each diversity group were distributed across pay bands within DSA.

With the exception of pay bands AA and AO which contain both support staff and admin staff, each pay band is used by just one job role. Therefore the following analysis looks at diversity across pay band, split by examiner and admin job roles in turn.

4.1.1 Sex distribution

Examiners

There was no significant difference in the distribution of males and females across pay bands.

Admin

There were significantly fewer females than expected in the higher pay bands, in particular Grade 7 and Grade 6. There were significantly more females than expected in the AO pay band.

4.1.2 Race distribution

Across DSA 92% of staff declared their ethnic origin.

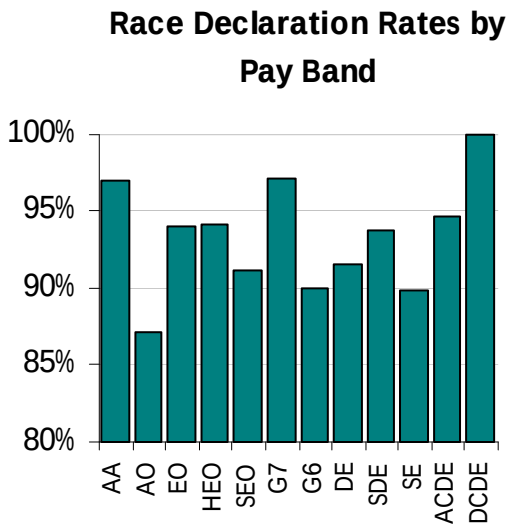
Examiners

There was no significant difference in the distribution of white and BME driving examiners across pay bands.

Admin

There were significantly more white staff and fewer BME staff in pay bands G7 and G6.

The declaration rate for race was significantly lower in pay band AO than in other pay bands.



4.1.3 Disability distribution

Across DSA 92% of staff declared their disability status.

Examiners

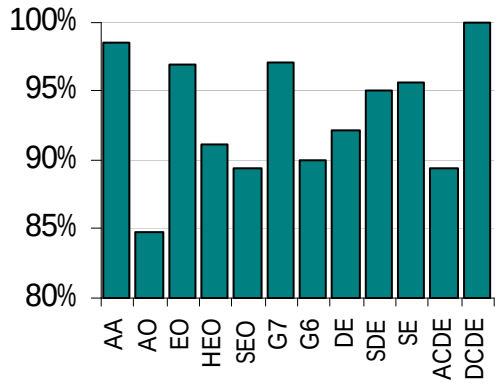
There was no significant difference in the distribution of disabled and non-disabled driving examiners across pay bands.

Admin

There were significantly more disabled staff in pay band EO, and more non-disabled staff in pay band G7.

The declaration rate for disability was significantly lower in pay band AO than in other pay bands.

Disability Declaration Rates by Pay Band



4.1.4 Age distribution

The average age for all staff in DSA was 49.1 years old.

Examiners

The average age for examiners was 51.3 years old.

DEs were significantly younger than examiners in other pay bands.

Admin

The average age for admin staff was 42.3 years old.

AO staff were significantly younger than staff in other pay bands. Conversely, staff in pay bands AA, SEO, G7 and G6 were significantly older than staff in other pay bands.

4.1.4.1 Age / Sex

The average age for male staff across DSA was higher than the average age for female staff (50.6 compared to 45.3).

Examiners

The average age for male examiners was higher than the average age for female examiners (52.1 compared to 47.8).

At the DE pay band, there was a significant difference in the age profiles of male and female staff; females were younger, and males were older.

Admin

The average age for admin staff was similar for male and female staff (42.4 and 42.3 respectively).

There were no significant differences in the male and female age profiles across admin pay bands.

4.1.4.2 Age / Race

Where analysis was possible, the age and race profile of staff was broadly similar, across pay bands and job roles. The exception to this was for the lower examiner pay bands (DE and SDE), where black and minority ethnic staff were younger than in other pay bands.

4.1.4.3 Age / disability

Where analysis was possible, the age and disability profile of staff was broadly similar, across pay bands and job roles.

4.1.5 Work pattern

Overall, 18% of DSA staff worked part time (17% for examiners, 20% for admin staff, 93% for support staff).

Examiners

Pay band DE had a higher than expected number of part-time staff; staff in pay bands SDE and SE were significantly less likely to work part time.

Full-time examiner staff were more likely to be younger than part-time staff.

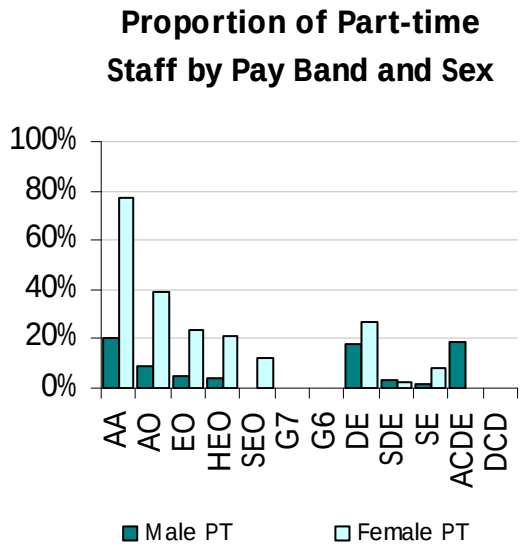
Admin

There was a significant difference in working patterns across pay bands for admin staff; as pay band increased, so the number of part-time staff decreased.

4.1.5.1 Working pattern / sex

Across DSA there was a significant difference in the proportion of male and female part-time staff, with 30% of female staff and 14% of male staff working part time.

This pattern was seen in both examiner and admin staff.



4.1.5.2 Working pattern / race

Examiners

There were a higher than expected number of full-time examiners who were black or minority ethnic, and a higher than expected proportion of white staff amongst part-time examiners.

Admin

There was a significant difference in the racial profile of part-time/full-time admin staff. This was contrary to the examiner profile, with a higher than expected number of BME staff working part time.

Chapter 5: Year on year comparisons

This chapter looks at how DSA has changed in terms of diversity in the year since the last Equality Monitoring report.

Key findings

- Little change in diversity profile since 2010/11, although the age of the workforce and proportion of disabled staff both increased.
- Significant increase in number of DE staff.
- The declaration rate of sexual orientation increased significantly, particularly for staff in DE pay band.
- The declaration rate for race increased, despite a significant decrease in declaration rates for AO staff.

5.1 Year on year comparison

5.1.1 Staff numbers

On 31st March 2011, DSA employed 2,533 staff, while on 31st March 2012 it employed 2,507 staff – a net decrease of 26 (or 1.0%).

There was an increase in the number of examiners from 1,791 to 1,845 (an increase of 54 or 3.0%). Admin and support staff decreased in number by 75 (10.6%) and 5 (14%) respectively.

5.1.2 Change in diversity profile

This year (2011/12) the DSA workforce was older by 0.6 years on average.

The proportion of staff in each pay band has remained similar to the previous year, with the exception of a significant increase in the number of DE examiner staff by 64.

The proportion of disabled staff increased significantly from last year (from 9% to 11%). At the same time there was a slight decrease in the declaration rates of disability status (from 92.1%in 2010/11 to 91.5% in 2011/12). This declaration decrease was significant in the AO pay band.

The declaration rate for sexual orientation increased significantly from 42% in 2010/11 to 45% in 2011/12. This increase was largely made up of an increase in declaration rates for staff in the DE pay band.

The race declaration rate increased across DSA from 89% to 92% - this was despite a significant decrease in race declaration rates in the AO pay band.

Chapter 6: Recruitment

This chapter considers the diversity mix of candidates applying to join DSA in 2011/12.

Recruitment analysis has been split into three sections:

- The first section examines campaigns within DSA – that is, posts advertised within DSA only. The analysis compares the diversity profile of candidates with the profile of staff in the corresponding pay band and the pay band below.
- The following section examines campaigns outside the agency, and compares candidates with local working-age populations.
- The final section looks at the success of all candidates through the various stages of recruitment – sift, assessment centre, interview and the special driving test – and finally, whether or not they were offered a post.

The DfT recruitment freeze came into effect on May 18th, 2010 and continued during 2011/12. This is reflected in the number and type of recruitment campaigns covered in the analysis in this section.

The DfT Resourcing Group (DRG) have taken over management of DSA recruitment in stages (admin recruitment in March 2011, and examiner recruitment in October 2011), but data for this analysis has been provided by DSA.

Data was collected by DSA for all 24 recruitment campaigns launched during 2011/12. In summary, these were:

Key findings

Diversity of applicants

- The diversity profile of internal applicants was similar to that of staff in post.
- A significantly higher proportion of external applications for DE driving examiner posts were from male candidates, BME candidates and non-disabled candidates (when compared with the GB working-age population.)

Success rates through the recruitment process

- Female candidates did better in the sift for AO posts than males.
- BME candidates for DE posts were less successful at sift, and heterosexual candidates were more successful.
- Female candidates were more successful at interview.
- BME candidates were less likely to pass the special driving test, and were less likely to be successful in the recruitment process overall.

- **Four DE and one SDE campaigns:** one campaign advertised across the Civil Service, one externally advertised campaign, and three campaigns advertised within DSA (144, 5,949 and 26 applications, respectively);
- **Eight AO campaigns**: internally advertised campaigns, one for a post in Nottingham, seven for posts in Newcastle, all on level transfer (110 applications in total).
- **Eight EO campaigns**: internally advertised campaigns, one for a post in Cardiff, two for posts in Nottingham, five for posts in

Newcastle, all on level transfer (25 applications in total).

- **Two HEO and one SEO campaigns**: internally advertised campaigns, both for posts on Nottingham (4 applications in total).

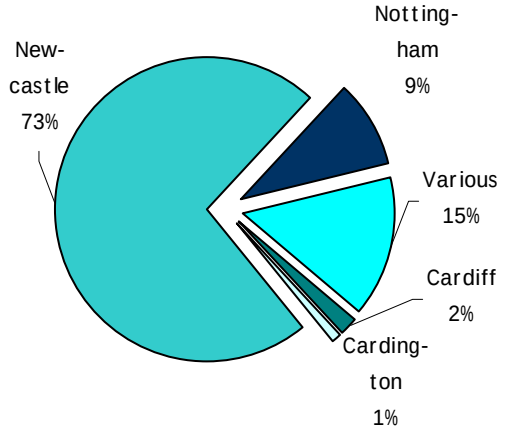
Overall, of those for whom a sex/race/disability status was recorded, just over a quarter of applications were made by females, just under a quarter were made by ethnic-minority candidates, and 4.2% were made by disabled candidates. In total, 6,259 applications were received, and 175 appointments were made.

6.1 Diversity of applicants for campaigns within DSA

This section looks at candidates who applied for posts that were advertised within DSA. The analysis looks at their diversity profile and how this compared to the diversity profile of staff within that pay band, and the pay band immediately below. No significant differences were found.

166 applications were received for 22 different internally advertised recruitment campaigns. The majority of applications were for admin posts, in either Newcastle or Nottingham, or for entry level driving examiner posts at different locations across the country, as shown in the chart below.

Internal Recruitment - Proportion of Applications by Location



6.2 Diversity of applicants for campaigns outside DSA

This section looks at applicants who applied for posts that were advertised outside DSA (even if they were already an employee within the agency). This includes posts that were advertised across the DfT family, across the Civil Service and external to the Civil Service.

Two recruitment campaigns for entry level driving examiners at pay band DE were advertised externally – one across the Civil Service (144 applications), and the other external to the Civil Service (5,949 applications). These driving examiner posts were situated in various locations across Great Britain.

The analysis compares the profile of these applicants with that of the local working-age population.

Sex

Three quarters of applications were from male candidates. This proportion was significantly different from the equal male/female split in the GB working-age population.

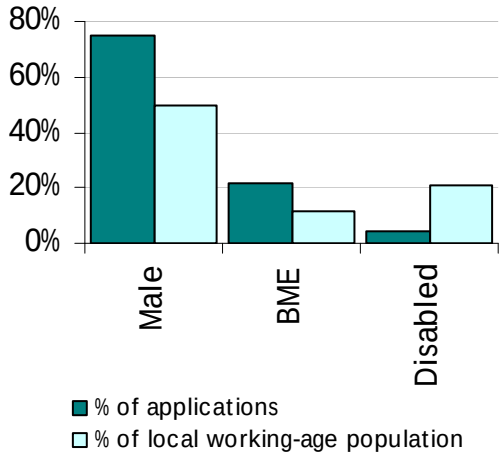
Race

Just over a fifth of applicants who had identified a race were BME (21.3%). This was a significantly higher proportion than in the GB working-age population (11.6%).

Disability

4.1% of candidates declared themselves disabled. This was a significantly smaller proportion than the 20.9% of disabled people in the GB working-age population.

External applicants compared with local working age population



6.3 Sift to Appointment Analysis

This analysis compares the profile of applicants who were successful at sift, assessment centre, interview and in the special driving test with those who were unsuccessful. Finally, it compares all applicants who were offered a job with those who were not.

All applications were included in this analysis, whether the post was advertised within the agency, within the DfT family, within the civil service or outside the civil service.

All applicants were required to go through a sift and interview before appointment. Applicants to DE driving examiner posts were also required to take part in an assessment centre, and to take a special driving test.

A number of applicants withdrew at each of the different stages of the recruitment process.

6.3.1 Sift

86% of applications were considered at the sift stage. Of these, 62% were successful.

Generally there were few significant differences in sift success rates for different diversity groups, with the exception of the specific cases for two pay bands, given below in order of significance.

Sex

Female applicants for AO posts were significantly more likely to be successful at the sift stage than male applicants.

Race

Applicants to DE recruitment campaigns were significantly less likely to be successful in the sift if they were black or minority ethnic than if they were white, or were of unknown/undeclared race.

Sexual orientation

Applicants to DE recruitment campaigns were significantly more likely to be successful in the sift if they had declared themselves heterosexual (62.5%), compared with those who had declared themselves to be a gay man, lesbian or bisexual (49.7%), or who had not declared their sexual orientation (48.6%).

The number of applicants declaring themselves to be a gay man, lesbian or bisexual at the sift stage was low (155 or 3%) and lower than the number of applicants who had not declared their sexual orientation (216 or 4.2%). For this reason, the significance of sexual orientation as a factor in sift success may be misleading, and this result should be treated with caution.

6.3.2 Assessment centre

2641 applicants to the DE recruitment campaigns took part in an assessment centre. Of these, 64% were successful at this stage.

There were no significant differences in success rates at assessment centres for candidates with different diversity characteristics.

6.3.3 Interview

1,072 candidates were interviewed. Of these, 45% were successful.

Sex

Female candidates were significantly more likely to be successful at the interview stage than male applicants (58% success rate for females, compared with 40% for males).

6.3.4 Special driving test

270 candidates took a special driving test as part of a DE recruitment campaign. Of these, 240 (89%) were successful.

Race

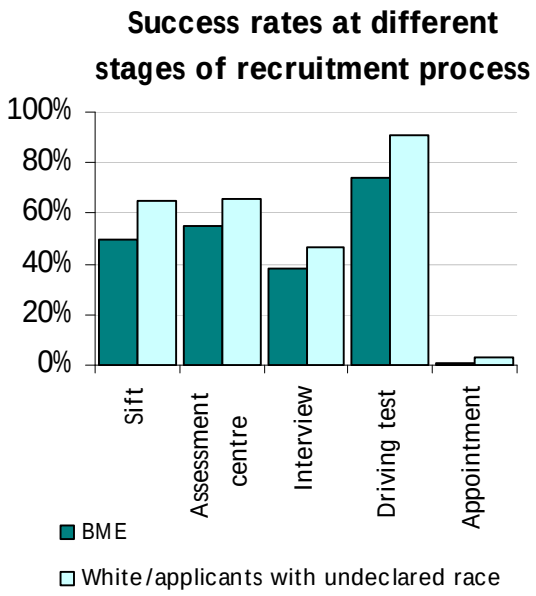
Applicants to DE recruitment campaigns were significantly less likely to be successful in the special driving test if they were black or minority ethnic than if they were white, or were of unknown/undeclared race.

6.3.5 Appointed (Offered a job)

175 applicants were appointed to post – 3% of the original applicants.

Race

Applicants were significantly less likely to be appointed to post if they were black or minority ethnic than if they were white, or were of unknown/undeclared race.



Chapter 7: Ceased employment

This chapter compares the profile of staff who left DSA during 2011/2012 with that of the staff in post at the end of the reporting year.

After being recruited, all driving examiners have to undergo a 4-week training course. If they do not pass this course they are not employed, and these cases are included in the cessations data.

Key findings

- Examiners who left during 2011/12 tended to be older than those remaining in post, and were more likely to work part time.
- Examiners and support staff leaving DSA were more likely to retire than admin leavers.
- A higher than expected proportion of leavers worked in an admin role. The majority of these staff had been based in Cardiff.

7.1 Ceased Employment

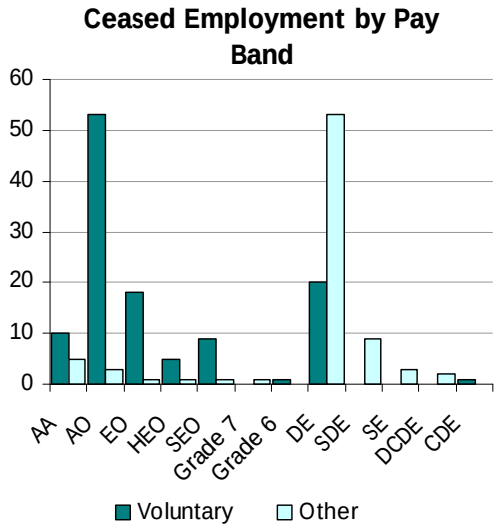
196 DSA employees left during the year, 7.7% of those in post at the beginning of the year. 88 leavers were examiners, 102 were admin staff and 6 were support staff.

During 2011/12, the Cardiff office downsized as part of a restructuring exercise and moved to smaller premises. Over 60% of the admin staff who left DSA had worked in Cardiff; the majority of these retired, took part in a voluntary exit scheme (VES or VER), or transferred to another government department

Staff leaving DSA were more likely to be female, part-time and older - this is largely explained by higher numbers of admin staff leaving DSA.

The proportion of examiner staff leaving during the year was significantly lower than the proportion for admin staff. examiners leaving tended to be older than those remaining in post, and were more likely to have worked part time.

Examiner and support staff were more likely to leave through retirement than admin staff.



Chapter 8: Performance Assessment

At the end of the reporting year, DSA employees were each awarded a performance assessment mark, based on their end-of-year reports. Employees were awarded any one of three marks:-

- Consistently achieves all requirements.
- Consistently achieves some requirements and is working towards meeting all others.
- Persistently fails to meet one or more requirements, despite development.

This section examines whether there was a significant difference between the profile of those achieving the highest performance mark ('consistently achieves all requirements'), and those who did not receive that mark. As a high proportion achieved the highest mark, there is less likelihood of identifying a significant difference between the profile of employees who did and did not achieve it. However, any significant differences that were observed have been highlighted below.

The information here relates to the reporting year which ended on 31/01/2012 (the DSA reporting year runs from February to January). Although there is not a specific deadline, staff are encouraged to submit their end-of-year statements as soon as possible after this date.

Cleaners and fee-paid examiners are exempt from these performance management arrangements.

Key findings

- Almost 90% of DSA staff received the top performance mark.

Driving examiners:

- ACDE examiners more likely to have received the top performance mark than other examiners.

Admin staff:

- AA and AO admin staff less likely to have received a top performance mark than admin staff in other pay bands.
- Admin staff who had taken some sickness absence less likely to have received the highest performance mark.
- White AO staff more likely to have received top performance mark than other staff in AO pay band.

8.1 Headline results

91% of DSA staff returned a performance assessment mark (cleaners and fee-paid examiners are exempt from these performance management arrangements). Of these, 90% received the top performance mark, 'consistently achieves all requirements', and 9.6% received 'consistently achieves some requirements'. Only 14 employees (0.6%) received 'persistently fails'.

89.5% of driving examiners received the top performance mark 'consistently achieves all - this was very similar to the proportion of admin staff who received that mark (90.4%).

Only two performance marks were awarded to support staff, so these marks are not analysed in any further detail. Examiners and admin staff are considered separately below.

8.1.1 Examiners

For driving examiners, pay band was the only indicator associated with the likelihood of receiving the highest performance mark. All examiners in the ACDE grade received the top performance mark ("consistently achieves all requirements", compared with just under 90% of examiners in other grades.

No other diversity characteristics were significant.

8.1.2 Admin

For admin staff, sickness absence and pay band were the employee characteristics associated with the likelihood of receiving 'consistently achieves all requirements'. Race was also significant for the AO pay band.

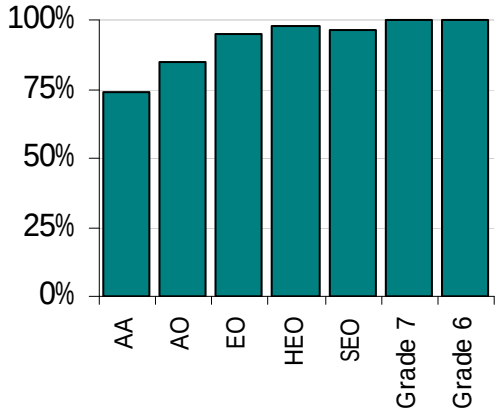
Sickness absence

Admin employees who did not have any sickness absence were significantly more likely to have received 'consistently achieves all requirements – almost 95% of admin staff with no sickness absence achieved the top performance mark compared with 88% of those who had some sickness absence.

Pay band

Pay band was the second most important indicator of performance mark for admin employees. As the chart below shows, the likelihood of receiving the top performance mark increased as pay band increased.

Proportion of Admin Staff Receiving Top Performance Mark, by Pay Band



74% of admin staff in the AA pay band and 84% in the AO pay band received 'consistently achieves all requirements'. This was significantly lower than the proportion of admin staff in other pay bands receiving this performance mark.

Race

Within the AO pay band, white staff were more likely to have received a top performance mark than black or minority ethnic staff, or staff who had not declared their race.

Chapter 9: Learning and Development

This chapter considers days of recorded training undertaken by each diversity group.

The learning and development analysed here only includes formal training booked and recorded through the DSA learning team. DSA has other training options available and it is therefore likely that this understates the total amount of learning and development actually undertaken.

Analysis of the factors which appeared to be linked with the amount of training was performed on all staff this year – in a change from the previous analysis, which included only those staff who had some training during the year.

A total of 7,143 days of training were undertaken by 1,148 staff in DSA in 2011/12 (46% of staff). Across all staff, this was an average of 2.9 days per person. Considering only staff who had training, the average number of days training was 6.2 days.

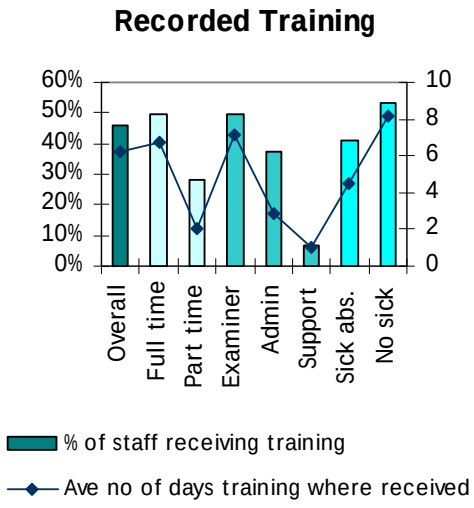
Key findings

- Generally younger, full-time staff were more likely to have participated in training than older and part-time staff; those trained were also more likely not to have had sick absence.
- Of the staff who had taken part in at least some training, those who had some sickness absence tended to have done fewer days of training. Examiners, full-time staff and younger staff had recorded more days' training.
- Examiners had more training than admin staff who in turn had more training than support staff.
- Examiners participating in training were also more likely to be male and non-disabled.
- More SE examiners recorded training than other examiner pay bands. If they were BME or non-disabled they were more likely to have recorded more days training.
- SDE examiners who had had training were less likely to be BME or disabled.
- For admin staff, the likelihood of having recorded training increased as pay band increased, as did the number of days training.
- Admin staff with recorded training were more likely to be female.

9.1 Training by diversity group

Overall, staff who had recorded training were more likely to work full time, to be younger, and to have had no sick absence. In addition, staff in pay bands SE and SDE were more likely to have received training, and staff in pay bands AA and AO less likely.

In addition, where training was recorded, examiners, younger staff and full-time staff tended to have a greater number of days training. Fewer days training were recorded by staff who had had some sickness absence.



9.1.1 Training by job role

The following sections look at learning and development for examiners and admin staff separately, as the training requirements for these roles are different. Examiners received more training per person than admin staff; examiners tend to have more formal training than admin staff, which may have skewed the data.

Support staff received a total of 2 days training (0.1 day per person, or 1 day per person who received training). This small number of training days means further analysis for this job role is not possible.

Examiners

A total of 6463 days of training were undertaken by 910 examiners (49% of examiners). Across all examiners, this was an average of 3.5 days per person. Considering only examiners who received training, the average was 7.1 days.

There were significant differences in the number of examiners receiving training depending on their pay band; 93% of SE examiners received training, compared to 46% in pay band DE.

Examiners who had had training were significantly more likely to be male, younger, work full time and be non-disabled. Younger examiners who worked full time were also more likely to have had a greater number of days training than other examiners. Conversely, examiners who had had sickness absence were likely to have received fewer days training.

SDE examiners receiving training were significantly less likely to have had any sick absence, to be black or ethnic minority, or to be disabled.

Examiners in the SE pay band who were BME or non-disabled were more likely to have a greater number of days training.

Admin

A total of 678 days of training were undertaken by 236 admin staff (37% of admin staff). Across all admin staff, this was an average of 1.1 day per person. Considering only admin staff who received training, the average was 2.9 days.

There were significant differences in the number of admin staff receiving training depending on their pay band; 71% of G7

staff received training, compared to 15% of AA and 25% of AO staff.

Across all pay bands, admin staff who received training were significantly more likely to be female and to work full time.

There was a significant difference in the number of days training received depending on pay band; fewer days were received by AA and AO staff than other pay bands.

Chapter 10: Grievances and Discipline

This chapter considers grievances and discipline cases by diversity group, looking at how representative they were of staff in DSA.

Disciplinary cases for both behaviour and performance issues are included, since both these are covered by and treated under the same DSA policy guidance. Not all disciplinary cases were followed by formal action, and many of the cases are ongoing.

The grievances data is the number of staff who have raised a grievance, not necessarily the number of grievances which were raised, as some cases involved more than one person.

The numbers involved for both grievance and discipline cases were too small to carry out statistical testing by pay band.

Key findings

- 40 grievance cases (lower than the 55 cases in 2010/11)
- 37 discipline cases (lower than the 60 cases in 2010/11)
- Examiners were significantly more likely to have brought grievance cases than either admin or support staff.

10.1 Grievance cases

During 2011/12, there were 40 grievance cases. This was almost a third lower than the 55 cases in 2010/11.

Significantly more grievances cases were brought by examiners than either support or admin staff (90% of cases were examiners).

Where there were sufficient data to test, there were no significant differences in grievances cases by any of the equality groupings.

10.2 Discipline cases

There were 37 discipline cases in 2011/12 (a little over half of the 60 cases in 2010/11).

Where there were sufficient data to test, there were no significant differences in discipline cases by any of the equality groupings.

Chapter 11: Sickness Absence

This chapter considers days recorded absent due to sickness by each diversity group.

Both the likelihood of being absent due to sickness and the number of days recorded were analysed according to key diversity factors (sex, race and disability status), as well as pay band, working pattern, age and job type.

Analysis of the factors which appeared to be linked with the amount of sickness absence was performed on all staff this year – in a change from the previous analysis, which included only those staff who had some sickness absence during the year.

Only the factors that showed significant results are commented upon in this chapter.

The purpose of this analysis was to consider differences in sickness absence by diversity group. Like other analysis in this report, it applies to staff who were in post on 31st March 2012, excluding those on long term leave (except for staff on long term sick, who are included in this analysis), and staff who left during the year. It therefore does not match the official sickness absence figures reported quarterly to the Cabinet Office, which should remain the official source.

The sickness absence data provided by DSA was in FTE working days lost, therefore taking into account the working patterns of part-time staff.

Key findings

- DSA employees in post at 31st March 2012 had an average of 8.6 days sickness absence in 2011/12. [Official Cabinet Office figure: 10.6 days]

For all staff:

- **Disabled** employees were more likely to have had some sickness absence. Disabled employees had also lost a higher number of days.
- **Females** were more likely to have had some sickness absence.
- Employees in **lower pay bands**, in particular **AO**, were more likely to have been absent due to sickness at some point in 2011/12. Staff in pay bands **G7**, **SE**, **SDE** and **ACDE** were less likely to have had sick absence.
- Considering all sickness absence, employees in **AO** and **DE** had recorded significantly more days' sickness absence than employees in higher pay bands.
- **Support** staff were less likely to have had sickness absence.
- **Younger admin** staff had recorded less sickness absence than older admin staff.

11.1 Overall Analysis

Cabinet Office Figures

Official Cabinet Office figures for sickness absence in DSA are as follows:

Average days of sickness absence (average working days lost)	10.6
% employees with sickness absence	60.2

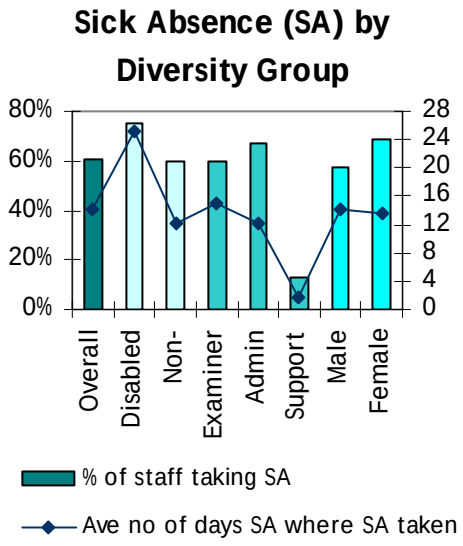
As stated in the introduction to this chapter, the Cabinet Office figures should remain the official source of sickness absence figures for the DSA. Any figures quoted from here on in are based on staff-in-post on the midnight of 31st March 2012, and do not include employees on long-term leave at this point in time (those with long-term sickness absence are included in the analysis). Therefore any averages quoted will be different from the official Cabinet Office averages above.

Equality Monitoring Sickness Absence

Within this Equality Monitoring analysis (using the smaller subset of employees i.e. excluding leavers and staff on long term leave other than long term sickness absence) on average, DSA staff-in-post had an average of 8.6 days of sickness absence each in 2011/12. This is lower than the 2010/11 figure, 9.8 days.

82% of staff who left DSA during 2011/12 had had sickness absence; this is a much higher proportion than the staff in post on 31st March 2012. Of these staff, the average number of days' sickness absence was higher than for staff remaining in post on 31st March 2012 (18.5 days). In particular, it is worth noting that 15% of leavers (29 staff) had had 20 or more days of sickness absence, accounting for 85% of total sickness absence in leavers. The high levels of sickness absence in leavers could explain at least some of the difference between the Cabinet Office and Equality Monitoring figures.

61% of staff had some sickness absence. For these staff, the average number of days' sickness absence was 14.1 (15.1 days in 2010/11). 277 staff (11%) had had 20 or more days' sickness absence, while 31 staff had had 100 or more days' sickness absence – these high sickness absence totals for a relatively small number of individuals are affecting the overall sickness absence average.



11.2 Disability

For all job roles, disabled staff were significantly more likely to have had some sickness absence than non-disabled staff or staff who had not declared their disability status. Disabled staff were also more likely to have a greater number of days sickness absence.

This pattern was particularly marked for staff in pay bands EO, DE, SDE and SE, where disability was a key predictor in whether or not staff had had sickness absence.

11.3 Sex

Across all staff, females were more likely to have been absent due to sickness.

11.4 Job role

Similar proportions of examiner and admin staff had recorded some sick absence, but support staff were significantly less likely to have had some sickness absence.

11.5 Job role and age

Younger admin staff were significantly more likely to have had sickness absence than older admin staff.

11.6 Pay band

There was a significant difference in sickness absence rates for different pay bands - a greater proportion of AO and a smaller proportion of G7, SE, SDE and ACDE staff had recorded sick absence.

In addition, DE and AO staff had a significantly greater number of days sick absence than staff in other pay bands.

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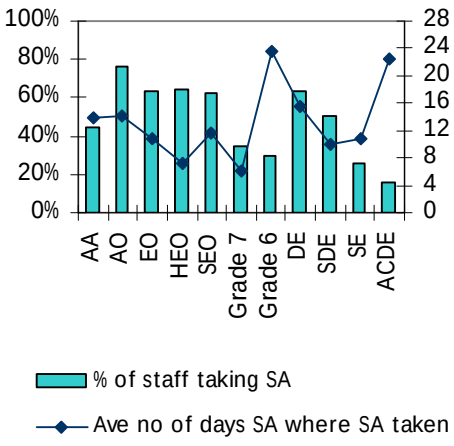
Sick Absence (SA) by Pay Band



Annex A: Notes on Data

A.1 Working-age populations

A.1.1 Reporting locations

To compare the diversity of staff in post with local working-age populations, we attached each building where staff were located to a Reporting Location, e.g. London, Swansea, etc. This means that all of the staff based in London, for example, were considered as being in one location, irrespective of which part of London they were located in.

For each Reporting Location we identified a catchment area and generated local working-age population figures based on data for that catchment area.

A catchment area would typically include the relevant Local Authority area for the Reporting Location, plus neighbouring Local Authorities, as agreed with each Agency. For example, for the London Reporting Location, we used the working-age population of all the London boroughs as well as those counties that border them.

A.1.2 Data sources

The UK population data at Local Authority[4] level is from the **Annual Population Survey (APS).** This survey is a combined survey of households in Great Britain, updated quarterly and available at Local Authority level and above. It is a residence-based labour market survey which includes population and economic activity, broken down by sex, age, race, industry and occupation[5] .

The majority of DfT agencies have staff based only in Great Britain, but the Maritime and Coastguard Agency (MCA) also has staff working in Northern Ireland. In previous years, data for Northern Ireland was taken from the **Northern Ireland Labour Force Survey (NI LFS)**; however, this year, this data was also available as a part of the APS dataset.

Where a nationwide population comparison was required, for all agencies other than MCA, the GB working-age population (i.e. not including Northern Ireland) was used. For MCA, the UK working-age population was used.

APS data used in the 2011/12 Equality Monitoring reports was based on the one year period October 2010 - September 2011[6], and downloaded from www.nomisweb.co.uk ("Nomis") on 18th April 2012.

A.1.3 Population

Population data at local authority level from the APS was combined with **mid-year** (30 June) **population estimates** for 2010 – the most recent year available. These were also available at Local Authority level and were based upon results from the 2001 Census with allowance for under-enumeration. These figures covered the entire population, not

[4] Local authorities including County Councils rather than District Councils.
[5] Further information on the survey can be found at http://www.ons.gov.uk/ons/about-ons/who-we-are/services/unpublished-data/social-survey-data/aps/index.html
[4] Data on race used the period October 2009-September 2010; this is explained further in section A.1.5.

just the working-age population, so to estimate the working-age population we took the number of males and females aged 15-64 years[7] (only five year age bands were available).

A.1.4 Disabled status

The APS asks respondents whether they are currently DDA disabled, work-limiting disabled, both DDA disabled and work-limiting disabled, or not disabled. For this report, we have combined data on DDA disabled, work-limiting disabled, and both DDA and work-limiting disabled to calculate proportions of the working-age populations that are disabled.

Northern Ireland disability statistics from the NI LFS were obtained via Nomis.

A.1.5 Race

APS data on race was unavailable when accessed for the period October 2010-September 2011, because of issues arising from changes to the survey questions. Therefore, data from the same period as the previous analysis (from October 2009-September 2010) were used in this year's analysis.

APS data was available for the following ethnic groups:

- Mixed;
- Indian;
- Pakistani/Bangladeshi;
- Black/Black British; and
- Other.

For our analysis, we have combined all the above into a single BME category.

[7] Please note that as of August 2010, the official definition of "working age" expanded to include both males and females aged 16-64 years old; this reflects a planned change in the female state pension age. All have been included in our working-age populations.

Annex B: Analytical Approach

Two statistical approaches have been used to test for differences in the data: univariate methods that test one variable at a time and multivariate methods that compare several variables simultaneously.

B.1 Univariate methods - Chi-squared and Proportions tests

These tests were employed to test whether the proportion of staff by each diversity grouping was significantly different from that found within the local working-age population. They were also used to investigate recruitments to check if the proportion of candidates by each diversity grouping was significantly different from that of the local working-age population.

The results of these statistical tests give an indication of whether the pattern observed in the data was “significantly different from what would have been expected” or conversely whether any difference in proportions could be explained by natural variation.

For example, if there had been 100 staff, 30 of whom were male, and the local working-age population was 50% male and 50% female, the tests would tell you whether the group was statistically different from any random sample of 100 from the working-age population.

For these tests we used the “95% confidence level”. This means that if we reported a difference as being significant it meant there was only a 5% likelihood that the difference could have occurred purely by chance. We have also reported on differences that were significant at the 99% level – i.e. a 1% likelihood that the differences would have occurred by chance.

A certain amount of variation is expected, even with completely random samples, and so it should not be assumed that something that is statistically significant indicates that there is a bias – the level of significance only indicates the likelihood of something occurring. For example, a significant result at the 99% level would indicate something which is more unusual than something that is only significant at the 95% level.

As there are several characteristics to be tested, several univariate tests had to be conducted. One of the drawbacks of multiple univariate testing is that the more tests that are undertaken the higher the probability of finding false significant results. To reduce this risk, we have used the Bonferroni adjustment to the significance levels.

A further drawback with univariate approaches is that they do not take into account all of the other factors simultaneously. In practice an individual staff member has several characteristics: their sex, race, working pattern etc. In looking at only one of these characteristics at a time (for example in relation to performance), the effect of another characteristic is not taken into account and results can be misleading. It is possible to use multi-dimensional contingency tables for chi-squared tests, but the interpretation of the results can be difficult.

It is still, however, an appropriate approach in many circumstances – particularly when the group of staff should be reasonably comparable with the rest of the population (e.g. staff ages compared with working-age population; or the sex split across pay bands).

B.2 Multivariate methods – Regression Analysis

The main technique used to analyse data taking into account several factors simultaneously was regression: either multiple, logistic, Poisson or negative binomial.

Regression attempts to predict a dependent variable (e.g. the amount of sickness absence taken) using one or more independent variables (such as sex, age etc). In using multiple regression, the principle is to find the "line of best fit" by minimising the sum of the squared distance from the fitted line to each observation. (This approach is sometimes referred to as ordinary least squares regression). The aim is to find a set of independent variables that have a significant relationship with the dependent variable.

Much of the data that was analysed had a binary (0/1) result, for example, was in a pay band or not; obtained the top performance rating or did not; was selected for interview or was not etc. This type of data lends itself to being analysed using logistic regression. Logistic regression is analogous to ordinary least squares regression, with the exception that a logistic curve rather than a straight line is fitted to the data. In some cases, neither multiple nor logistic regression was suitable – for example for analysing the amount of sickness absence taken, which for the majority of people was nothing or very little but for a small number of cases was very high. For this analysis Poisson or negative binomial models were used.

In all these approaches, the first step is for each characteristic to be tested in turn to see if it is significantly associated with the outcome (e.g. passed a recruitment stage or not). By significant, we mean that a staff characteristic accounted for an unusually high proportion of the variation seen in the dependent variable. For example, to see if sex had a significant relationship with whether people had passed the interview stage. In this case we would say something was successful or significant in "explaining the variation", to mean that if you knew the characteristic of the staff member, you would have a better chance of predicting the outcome (for example if you knew the sex, you would also know something about the likely interview outcome). The starting assumption was that prior knowledge of someone's sex; race; age etc should not enable the model to predict whether they were more likely to have received the highest performance rating or were interviewed etc. Again, as with the univariate approach, significance does not necessarily equate to bias but gives the relative likelihood of it occurring.

The next step in the modelling process was to include the characteristic that explained the majority of the remaining variation after taking account of the first variable. This step was repeated until the variables outside the model could explain no further variation.

Generally an outcome could not simply be explained by a single characteristic. Often, it was several characteristics together that were important. For example, age, sex and race were quite often found to be a powerful combination. A major advantage of the multivariate approach, compared with univariate, is that it is easier to see the relative importance of the characteristics.

There was an element of judgment involved in deciding which variables to include. In some cases variables were highly correlated, e.g. sex and full time equivalence: females were more likely to be part-time than males. Where both were statistically significant and improved the amount of variation that could be explained, both were included.

Annex C: Tables and charts

C.1 Additional tables and charts

C.1.1 Age of staff in post

	Average age (yrs)			Over 40 years old		Over 60 years old		65 years and older	
	All staff	Male	Female	Number	%	Number	%	Number	%
All staff	49.1	50.6	45.3	1987	79%	335	13%	109	4%
Examiner	51.3	52.1	47.8	1609	87%	298	16%	101	4%
Admin	42.3	42.4	42.3	349	55%	25	4%		
Support	56.1	62.5	55.6	29	97%	12	40%		
Nottingham	44.7			194	65%	15	5%		
Newcastle	39.7			119	43%	11	4%		
Other locations	51.1			1674	87%	309	16%		

C.2 Year on year comparison – all staff

Staff Type	March 31st 2011			March 31st 2012			Percent age point change	% change from 2011
	No.	% of total	% of total that declared	No.	% of total	% of total that declared		
All staff	2533			2507				
Males	1766	69.7%	69.7%	1772	70.7%	70.7%	+1.0	+0.3%
Females	767	30.3%	30.3%	735	29.3%	29.3%	-1.0	-4.2%
White	2244	88.6%	95.5%	2189	87.3%	95.1%	-1.3	-2.5%
BME	108	4.3%	4.5%	112	4.5%	4.9%	+0.2	+3.7%
Unknown Race	181	7.1%	-	206	8.2%	-	+1.1	+13.8%
Non-disabled	2133	84.2%	90.8%	2056	82.0%	89.0%	-2.2	-3.6%
Disabled	215	8.5%	9.2%	255	10.2%	11.0%	+1.7	+18.6%
Unknown disability	185	7.3%	-	196	7.8%	-	+0.5	+5.9%
Full Time	2073	81.8%	81.8%	2046	81.6%	81.6%	-0.2	-1.3%
Part Time	460	18.2%	18.2%	461	18.4%	18.4%	+0.2	+0.2%
Average age	48.5			49.1				