



Department  
for Transport



GOVERNMENT OPERATIONAL RESEARCH SERVICE

Equality Monitoring 2015/16

# Equality Monitoring in DVLA: Management Summary

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**In House Analytical Consultancy**

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# Management summary

## Introduction

This report contains an analysis of the diversity of DVLA staff for 2015-16.

The aims of the analysis were to:

- summarise the diversity characteristics of staff and applicants;
- compare the diversity of DVLA staff with the diversity of local working-age populations;
- identify differences between diversity groups within DVLA; and
- highlight any changes since previous years.

Data on staff, job applicants and leavers, plus performance management, sickness absence, progression, grievances and disciplines were analysed to determine whether there were statistically significant differences with respect to protected characteristics.

Characteristics considered were gender, race, disability, grade, age, sexual orientation, religion or belief, job type and working pattern.

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. Throughout this report, if a

difference is reported this means it was statistically significant.

This summary reports differences that were statistically significant at the 99% confidence level.

The presence of a statistically significant result does not imply causation, although in some cases there may be an obvious explanation for at least some of the difference seen.

## DVLA background

The DVLA is an executive agency of the Department for Transport (DfT). Its primary purpose is to ensure that complete and accurate registers of drivers and vehicles are held and that they are as accessible and as flexible as possible, for those who have the right to use them - most notably the police, courts and local authorities.

On 31<sup>st</sup> March 2016, DVLA employed 6,032 staff (excludes staff on long term leave)<sup>1</sup>, a net increase of 358 (or 6%) since 31<sup>st</sup> March 2015. In September 2015, 302 staff joined DVLA through a Transfer of Undertakings (TUPE) that brought many Fujitsu and IBM IT professionals in-house to non-operational roles. Following this DVLA ran a voluntary exit scheme, through which 68 staff left, and a voluntary redundancy scheme, through which 15 staff left.

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<sup>1</sup> Long term leave includes employees who were on long-term sickness absence (a continuous period of 21 calendar days or more), loans and

secondments. Staff on maternity leave are, however, included in these figures.

The majority of staff (80%) were in operational roles (essentially “front line” staff, for example those answering telephones, processing licences etc.). These roles were typically in the lower grades (AA-EO).

The remainder (20% of staff) were in non-operational roles (such as human resources, finance and policy).

99% of DVLA staff were based in Swansea.

### Diversity statistics

The following table gives DVLA’s summary diversity statistics.

	% all staff making specific declaration against characteristic <sup>2</sup>	...of whom % declaring particular characteristic shown in brackets <sup>3</sup>
Age (40 years and older)	100%	52%
Gender (Female)	100%	61%
Working pattern (part-time)	100%	31%
Race (BAME)	66%	1.4%
Disability Status (Disabled)	66%	17%

<sup>2</sup>In this column, the % relates to the proportion of staff for whom the **overall** diversity characteristic is known (e.g. how many have declared a sexual orientation). Declarations of “prefer not to say” are treated as unknown/not declared.

<sup>3</sup> This column shows the proportion of staff who have declared that they are (e.g.) BAME or Disabled. It is based only on staff who have

	% all staff making specific declaration against characteristic <sup>2</sup>	...of whom % declaring particular characteristic shown in brackets <sup>3</sup>
Religion or belief (Declared a religion or belief)	17%	68%
Sexual orientation (Lesbian, gay man, or bisexual)	25%	3.3%

Figure 1 Key diversity statistics

### Diversity analysis key findings

#### DVLA compared with the local working-age population

Of 6,032 DVLA staff, 99% (5,990 staff) were based in Swansea. The remaining 1% (42 staff) were based in other locations across the UK.

Comparisons have been drawn between Swansea-based DVLA staff and the local working-age population for gender, race, age and disability<sup>4</sup> status.

A higher proportion of DVLA staff were female (61%) than expected, compared with the local working-age population (50% female). This was also true for staff in grades AA and AO.

made a specific declaration – not including “prefer not to say” (Declarations of prefer not to say are treated as unknown/not declared).

<sup>4</sup> Note that definition of disability in the population data is not worded in the same way as the disability declaration text for staff. It is possible that the figures are not precisely comparable. The annexes have further details.

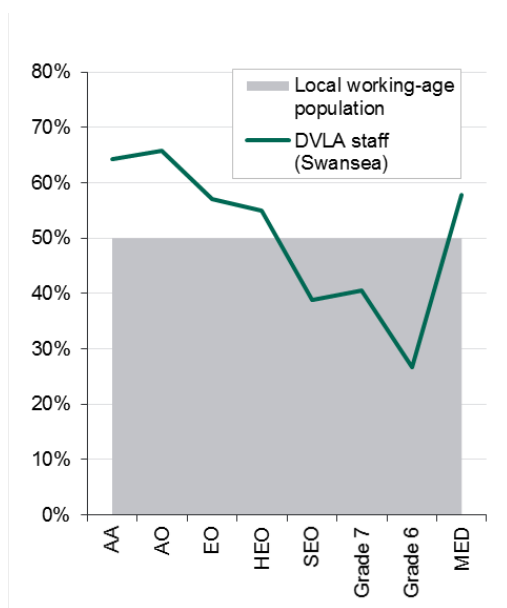


Figure 2 Proportion of female staff by grade and females in the local working-age population.

Age was a significant factor when comparing staff with the local working-age population. There were higher proportions of staff aged 30 to 39 and 45 to 59, than expected.

**Diversity differences within the organisation**

When considering the results in this summary, it is important to be aware of certain correlations between diversity characteristics:

- Female staff tended to be older than male staff and were more likely to declare their diversity characteristics;
- Staff who had declared one diversity characteristic were more likely to have declared another.

Job type was the most significant factor associated with grade; there were disproportionately more operational staff in the lower grades (AA-EO) and fewer operational staff in the middle and higher grades (HEO-Grade 6 and MED).

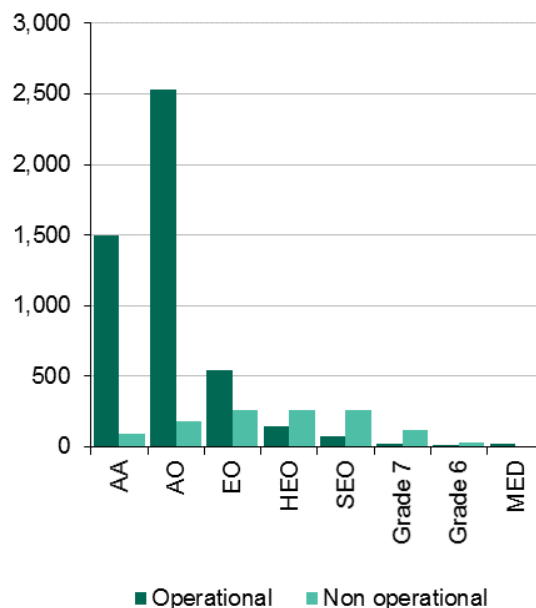


Figure 3 Number of operational and non-operational staff in each grade

Working pattern, age, disability and gender were also significant factors associated with grade. There were disproportionately more part-time staff, younger staff, disabled staff and female staff in the lower grades (AA-EO) and disproportionately more full-time staff and older staff in the middle and higher grades (AA-Grade 6 and MED).

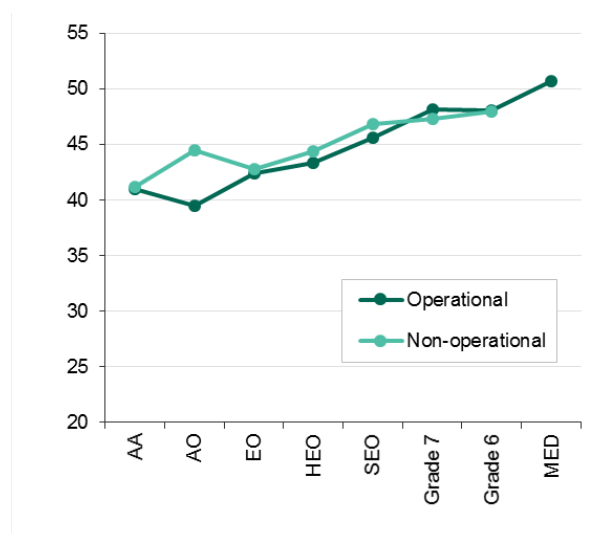


Figure 4 Average age (years) of operational and non-operational staff by grade

There were disproportionately more part-time staff, female staff and younger staff

in operational roles, compared with non-operational roles.

For operational staff, staff in the lowest grade (AA) had a lower race declaration rate than staff in other grades. For non-operational staff, staff in lower grades (AA-EO) had higher race declaration rates than staff in other grades.

There were disproportionately more female staff, disabled staff and older staff in part-time roles, compared with full-time staff.

**Trends in key diversity statistics**

The most significant difference in staff characteristics since last year was race declaration. The race declaration rate decreased from 76% to 66%. This result can in part be attributed to a database coding error which means that it is not possible to determine whether some staff are white or BAME.

Data on gender, race and disability since 2008/09 has been analysed for trends. There has been a significant downward trend in the proportion of female staff in non-operational roles.

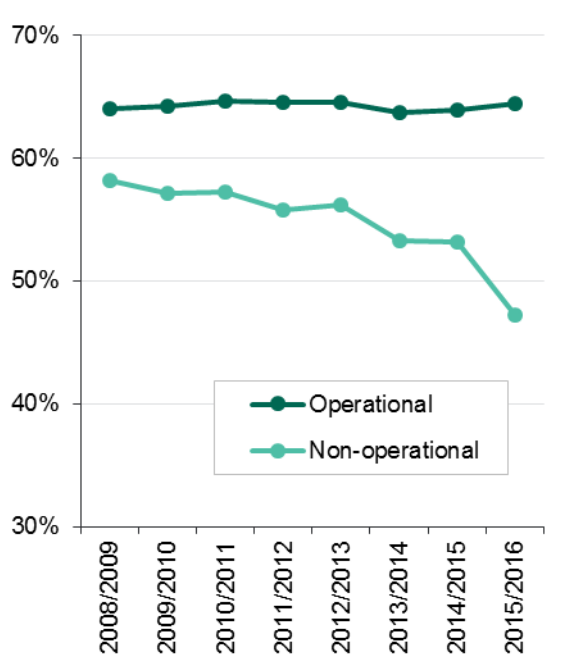


Figure 5 Proportion of female staff in operational and non-operational roles since 2008/09

There have been significant downward trends in race and disability declaration rates. Furthermore, there has been a significant downward trend in the proportion of BAME staff.

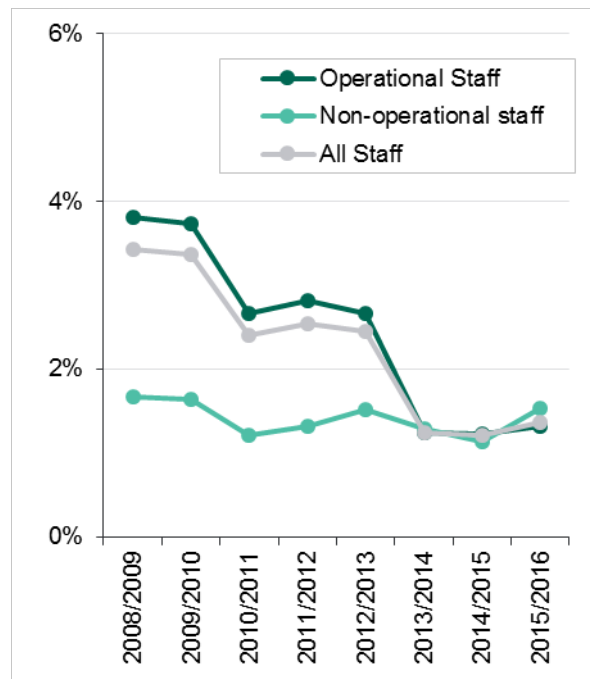


Figure 6 Proportion of staff with known race characteristics who declared themselves BAME since 2008/09

As the proportion of BAME staff at Swansea was similar in 2012/13 and 2013/14, the fall in the proportion of BAME staff in 2013/14 was due to the closures of 39 local offices.

**Recruitment**

11,276 applications were received for 112 recruitment campaigns for posts up to Grade 6. In total, 702 applicants (7% of those whose outcome was known) were offered a post.

Recruitment campaigns were advertised within DVLA (20 internal campaigns), within the Civil Service (67 campaigns) and outside the Civil Service (25 campaigns).

The majority of applications to internal campaigns were to HEO posts. The

number of internal applicants was too small to perform robust analysis.

For applications to posts which were advertised externally, age was the most significant variable when comparing applicants with the local working-age population. Applicants for posts in higher grades (Grade 7/6 and MED) tended to be older and applicants for posts in lower grades (AA-EO) tended to be younger, than expected - Figure 1.7 illustrates the age profile for applicants for operational posts only.

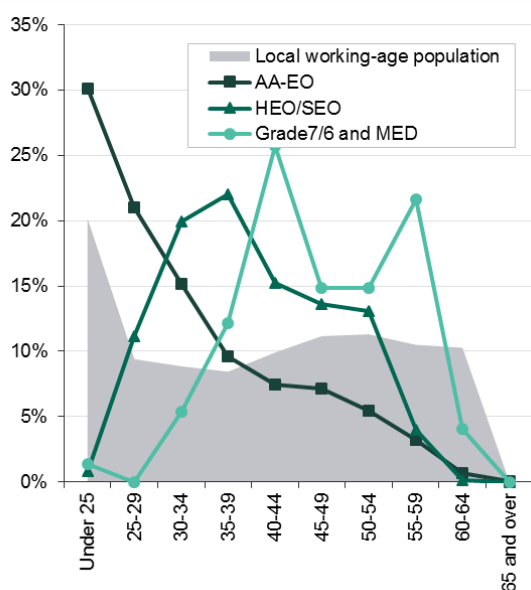


Figure 7 Age profile of applicants for operational posts by grade, compared with the local working-age population

The proportion of disabled applicants (5% of applicants with known disability status) was lower than expected, compared with the local working-age population (22% disabled).

The proportions of female applicants for lower grade (AA-AO) operational posts and male applicants for AA non-operational posts were higher than expected, compared with the local working-age population.

Note that the number of applicants per post will have had an effect on success rates at each stage – some posts may

have had many more applicants than others and would therefore have lower success rates. In particular, this is likely to be the cause of differences across grades and job type.

Grade was the most significant factor for success rates. Applicants for operational AO and MED posts were more likely to be successful in sift and applicants for AO posts were less likely to be successful at interview, compared with applicants for operational posts at other grades.

Applicants for non-operational posts in the middle and higher grades (HEO-Grade 6) were more likely to be successful at sift and applicants for SEO posts were also more likely to be appointed, compared with applicants for non-operational posts at other grades.

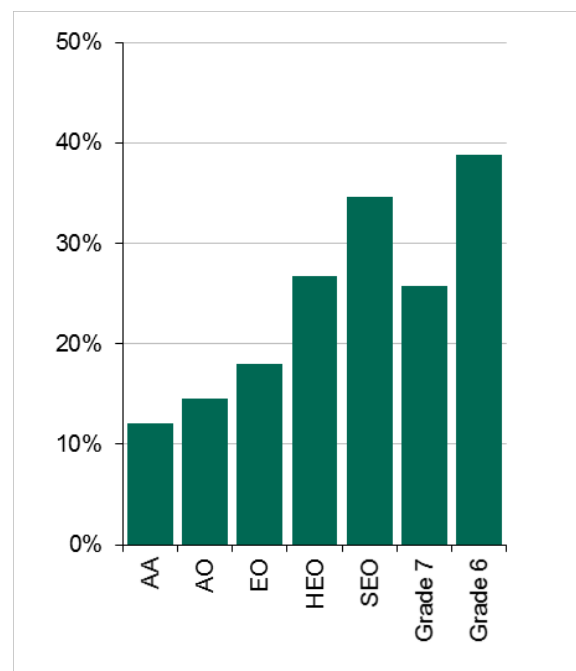


Figure 8 Proportion of applicants for non-operational posts who were successful at sift, by grade

For non-operational posts, BAME applicants were less likely to be successful at sift than other applicants, and white applicants for HEO/SEO posts were more likely to be appointed than other applicants for those grades.

**Leavers**

535 staff left DVLA during the year 2015/16; around 9% of the 5,674 staff who were in post on 31<sup>st</sup> March 2015. Following the TUPE in September 2015, 68 staff left through a voluntary exit scheme and 15 staff left through a voluntary redundancy scheme.

There were significant differences between staff who left and staff who were in post on 31<sup>st</sup> March 2016. Disproportionately more leavers had an unknown disability status compared with staff in post. Disproportionately fewer operational staff and more part-time and male staff left, compared with staff in post.

Non-operational staff who left tended to be older than staff in post.

**Performance assessment**

5,386 Performance and Development Reviews (PDRs) were analysed; 22% received a performance rating 1 and 6% received a performance rating 3.

Results by job type are given in the table below (excluding performance mark 4):

Performance mark	% operational staff	% of non-operational staff
1	22%	22%
2	71%	75%
3	7%	3%

Figure 9 Performance marks by rating and job type

Staff with a higher FTE and staff who had less or no sickness absence were more likely to have received a performance rating 1 than other staff, as were non-disabled staff, younger staff and female staff.

AO operational staff were less likely to have received a performance rating 1 than operational staff in other grades, as

were AA and EO non-operational staff, compared with non-operational staff in other grades.

Staff who had less or no sickness absence, non-disabled staff, female staff and staff with a higher FTE were less likely to have received a performance rating 3 than other staff.

AA operational staff were more likely to have received a performance rating 3 than operational staff in other grades, as were AA and AO non-operational staff, compared with non-operational staff in other grades.

**Progression**

5,161 staff were in post on both 31<sup>st</sup> March 2015 and 31<sup>st</sup> March 2016. 420 of these staff (8%) had progressed up the grade structure.

Staff with higher FTE, staff who received the highest performance rating (box mark 1) in the previous year and younger staff were more likely to have progressed up the grade structure than other staff.

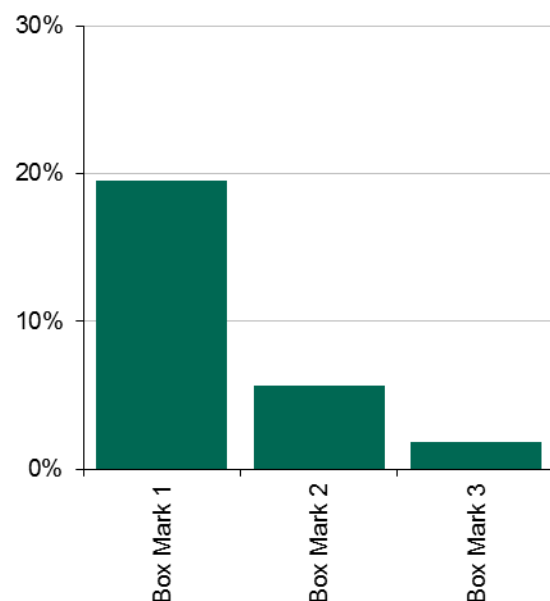


Figure 10 Proportion of staff who obtained Box Mark 1 to 3 last year who progressed up the grade structure



Operational staff were less likely to have progressed up the grade structure than non-operational staff. Female operational staff were more likely to have progressed than male operational staff.

**Learning and development**

All generic UK-based government training and development is now arranged through Civil Service Learning (CSL). This includes both face-to-face courses and e-learning.

It was not possible to reliably match the CSL data to staff in post data, neither was it possible to know how much time was actually spent on the training activity. Therefore analysis has not been carried out on the learning and development arranged through CSL.

**Grievances and disciplines**

There were 2 grievance cases and 42 discipline cases. The majority of discipline cases involved AA and AO operational staff.

Disproportionately more males and more full-time staff were involved in discipline cases compared with staff in post.

There were no significant differences in discipline cases by job type. There was insufficient data to test by race, disability status, sexual orientation and religion or belief.

**Sickness absence**

Staff had an average of 7.1 days of sickness absence. 42% of staff had had some sickness absence; of these staff, the average working days lost was 16.9 days.

Disabled staff were more likely to have had sickness absence than non-disabled staff or staff with unknown disability status, as were staff in grade AO compared with other grades; part-time staff compared with full-time staff and

younger staff compared with older staff. Operational staff were less likely to have had sickness absence than non-operational staff.

Disabled staff had more days of sickness absence than non-disabled staff and staff with unknown disability status, as had females compared with males. Staff in grade EO, SEO and higher grades (Grade 7/6 and MED) had fewer days of sickness absence than staff in other grades.

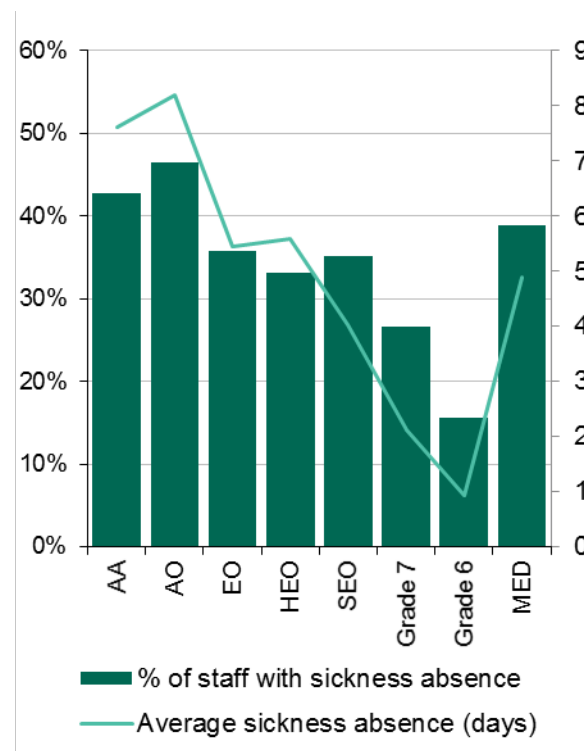


Figure 11 Proportion of staff who had some sickness absence and the average sickness absence (days) for all staff, by grade

**Information quality**

The datasets were generally of good quality.

The declaration rates for race and disability status have been decreasing since 2008/09. High declaration rates are important for robust analysis. It is strongly recommended that efforts are made to improve these declaration rates.

The declaration rates for sexual orientation and religion or belief were fairly low which limited the analysis of these characteristics and it is

recommended efforts are made to improve these too.