Department for Transport

GORS

Government Operational Research Service

Equality Monitoring 2015/16

Equality Monitoring 2015/16: DfT Group Summary

Version 1.0

In House Analytical Consultancy

January 2017

The Department for Transport has actively considered the needs of blind and partially sighted people in accessing this document. The text will be made available in full on the Department's website. The text may be freely downloaded and translated by individuals or organisations for conversion into other accessible formats. If you have other needs in this regard please contact the Department.

Department for Transport
Great Minster House
33 Horseferry Road
London SW1P 4DR
Telephone 0300 330 3000
General enquiries https://forms.dft.gov.uk
Website www.gov.uk/dft

Contents

Foreword

DfT is pleased to introduce its annual summary of equality monitoring reports produced by DfT centre and Agencies. The Department recognises that in order to deliver transport that works for everyone and meet its business objectives, staff need to be representative of the diverse communities we serve.

The data enables us to examine trends, identify key issues and explore future action as well as monitoring progress against our objectives. This report is intended to provide people with the “bigger employment picture” in relation to equality monitoring for the DfT throughout the UK.

If you have any queries or comments on the contents of this report, please contact the DfT Corporate Equality and Diversity Team through the following link

Dftequality&diversityteam@dft.gsi.gov.uk

DfT Corporate Equality and Diversity Team

Human Resources Directorate

Management summary

Introduction

This report summarises the results of the diversity analyses of the Department for Transport and its Executive Agencies[1] for 2015/16.

The aim of the analysis was to:

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

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

The characteristics considered were gender, race, disability, grade, age, sexual orientation, religion or belief and working pattern.

Results described in this report are based on the outcomes of statistical tests. These tests were used to identify statistically significant differences between groups – that is, differences larger than might be expected to occur through natural variation. Throughout this report, when a difference is reported as being significant this means it was statistically significant at the 99% confidence level.

The presence of a statistically significant result does not necessarily imply a direct link. Where possible, the report tries to identify what might be a causal link, as opposed to coincidence or correlation.

DfT background

DfT works with its agencies and partners to support the transport network. It plans and invests in transport infrastructure, provides testing and regulation for drivers and vehicles, and implements the Government's transport safety policies.

At the end of March 2016, there were 13,691 staff in the central department and its Executive Agencies.

Highways Agency became Highways England (a publically-owned company) on 1st April 2015, and is no longer an agency of DfT. Comparisons with previous years exclude the Highways Agency staff in those years.

Annex C contains a map showing the geographical distribution of staff.

Between March 2015 and March 2016, the number of staff decreased by 3,155 (19%). The decrease is because In April

[1] In 2015/16 DfT consisted of the central department, DfT(c), and four executive agencies: DVLA, DVSA, MCA, and VCA.

2015, Highways Agency became Highways England (a new publically-owned company), and are no longer included in Department's Equality Monitoring reports. This is the first year their staff have not been included.

DfT(c) and DVLA saw increases in staff numbers over the year; for DVLA this was mainly due to 302 staff who joined the agency through a TUPE scheme. VCA, DVSA and MCA had net decreases in staff numbers. With the exception of DfT(c), the remaining agencies have had long term decreasing trends in staff numbers.

Diversity statistics

The table below gives key diversity statistics for DfT.

The accompanying annex tables give more detailed statistics for each of the protected characteristics.

	% all staff making specific declaration against characteristic[2]	…of whom % declaring particular characteristic shown in brackets [3]
Age (40 years and older)	100%	63%
Gender (Female)	100%	45%
Working pattern (Part-time)	100%	21%
Race (BAME)	66%	5%
Disability status (Disabled)	71%	12%
Sexual Orientation (Lesbian, gay man, or bisexual)	36%	3%
Religion or belief (Declared a religion or belief)	29%	69%

[2] 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.

Diversity analysis key findings

DfT compared with local working-age populations

In comparison to local working-age populations, the profile of staff in DfT was broadly representative, with the following exceptions:

- All agencies in DfT (except DVLA) had more male staff than female staff.
- In Scotland and Northern Ireland there were disproportionately more MCA staff who were BAME.
- Three agencies (DVSA, VCA and MCA) had disproportionately fewer disabled staff or more non-disabled staff.
- Staff were generally older – 63% of staff were aged over 40, compared with 50% in the working-age population.

[3] 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 made a specific declaration – not including "prefer not to say" (Declarations of "prefer not to say" are treated as unknown/not declared).

Year on year changes

Data has been collected for Equality Monitoring since 2007/8, and trends in the data across the years have been analysed, with the following significant trends identified:

- An increase in the proportion of disabled staff; and,
- An increase in the proportion of part-time staff in every agency.

There were no significant trends found in the proportion of BAME or female staff since 2007/8.

However, there has also been a decreasing trend in declaration rates for all self-declared protected characteristics.

The decline in declaration rates for race and disability status is a concern (in March 2016, only 66% of staff had declared their race and 71% their disability status. This is compared to 90% and 89% in March 2009 respectively). In DfT(c) for 2015/16, the percentage of staff with known race was less than 50% - although race was included as a factor in the analysis, results must be treated with caution, and if known race declines further analysis will not be possible. Action is being taken to reverse this decline so that meaningful analysis can be undertaken in future years.

Differences within DfT

Throughout DfT, there tended to be differences between the generalist job types (e.g. admin) and the specialist roles (e.g. driving examiners, engineers, marine surveyors). In particular, the specialist roles tended to have lower proportions of female and part-time staff than the generalist roles.

For some specialist job types, this might be because they require knowledge or experience in fields that tend to be male dominated (e.g. engineering). But, for other specialist job types, the requirements are less likely to affect the diversity mix (e.g. driving examiners).

There were some differences between job types with regard to race, disability status, and age, but there were no consistent organisation wide patterns. These differences may be due to the different recruitment pools for each job type: job types that require highly specialised skills/experience may require recruitment from across Great Britain and in some cases oversees. In contrast, job types that required general skills can probably be more easily recruited from within the local population.

For example, in MCA, coastguards had a lower proportion of BAME staff than other job types, which reflected the race distributions of the coastal locations where they work. Marine surveyors, who require highly specialised knowledge and are possibly recruited from outside the immediate coastal area where the job is located, had a higher proportion of BAME staff than coastguards.

In many of the agencies, there were disproportionately more male staff, white staff, non-disabled staff and full-time staff in the higher grades. This is related to the recruitment and leaving rates of the high grades and the way these vary across diversity groups.

In recent years, the proportion of female staff joining the SCS has been higher than the proportion of females in the SCS. While this has had the positive effect of increasing the proportion of females in the SCS (in 2015/16, 38% of SCS were female), the rate of increase has been slowed by the fact that female SCS had had a higher leaving rate than male SCS. This year the pattern was

different, with 24% of the SCS who left DfT being female, but the proportion of females who were shortlisted for posts in the SCS was 36% - higher than the female SCS leaving rate, but lower than the staff in post proportion. The reasons for the change in this pattern is not known, and will be investigated further.

Recruitment

In general, data on the recruitment stages - sifting, interviewing and appointment - were not detailed enough to undertake the required analysis. In order to undertake any analysis, several assumptions were made and which are detailed in the main body of the report.

Across DfT, there were 31,158 applications for posts up to Grade 6 and 1,648 people were offered a post during 2015/16.

In most agencies there was at least one staff location where DfT posts attracted disproportionately more male applicants, more BAME applicants or fewer disabled applicants, compared with the local working-age populations.

In DfT(c), female applicants were more successful at most stages of the recruitment process than male applicants. In DVSA female applicants were less likely to be offered an operational support post (driving examiner or vehicle/traffic examiner) than males.

Overall, there were more male applicants than female applicants, and the male applicants had a slightly better success rate. This is one reasons why the Department consistently has more male staff than female staff and suggests that most jobs in the Department do not appear to be as attractive to females as they do to males. The Department's resourcing team are working with partner organisations to look at interventions that will change this over time.

The disability status of applicants was not associated with success rates at any stage of the recruitment process – this is a positive change from last year when disability status was associated with recruitment success for some agencies.

Performance management

All of DfT is now on a three tier performance management system. 25% of staff received a performance rating 1, 65% a performance rating 2, and 10% a performance rating 3.

The distribution of performance ratings varied significantly across agencies and job types. For example, in DVSA, only 14% of staff were awarded a rating 1 and only 1% were awarded a rating 3, and in DVLA 22% were awarded a performance rating 1, and 6% a performance rating 3. This is despite the guided distribution of 25% receiving rating 1 and 10% receiving rating 3.

Several characteristics were significantly related to receiving a performance rating 1 or performance rating 3.

The following groups of staff were **more likely** to have received a performance rating 1 than other staff:

- staff with fewer days sickness absence;
- staff with a higher FTE
- younger staff;
- white staff and mixed race staff;
- female staff;
- staff who had been in their grade more than one year;
- non-disabled staff; and
- staff who managed more staff.

The following groups of staff were **less likely** to have received a performance rating 3 than other staff:

- staff with fewer days sickness absence;
- DVSA operational staff
- admin staff (DVSA, MCA, VCA)
- non-disabled staff;
- female staff;
- full time staff; and,
- staff who had been in their grade 3-6 years.

Some characteristics (working pattern, sickness absence, number of staff managed, grade) are possibly related to the amount of evidence staff can produce and the visibility/impact of their work. For example, if someone worked more days, then they are likely to have more evidence of their work; staff in higher grades and those that manage other staff may have jobs with greater impact and visibility. The department is carrying out work to understand the messages under pinning this data so that we can ensure fairness in the PMR system.

Other characteristics (race, gender, disability status) are more complicated. They may be related to other factors, for example, disabled staff were more likely to be part-time and have disproportionately more sickness absence; the proportions of BAME and female staff varied across job types and grades.

Analysis of the staff in DfT(c) that had received a performance rating in each of the last three years showed that there was a disproportionately high number of BAME staff receiving a performance rating 3 in all three years.

There were relatively low declaration rates for race and disability status, particularly amongst younger staff, which may have affected the results (younger staff were more likely to have received a performance rating 1).

Progression

Staff who progressed up the grade structure during 2015/16 were compared with those who did not. The analysis used only staff who were in post (in the same agency) on both 31st March 2015 and 31st March 2016.

The number of progressions in VCA was too small for statistical analysis.

In DfT(c) and for DVSA support staff, younger staff and staff who received a performance rating 1 in the previous year were more likely to have progressed up the grade structure. In DVLA and DVSA, staff with a higher FTE were more likely to have progressed up the grade structure.

There was no evidence of any effect of race or disability status on progression. Gender rarely had an effect.

Progression was associated with job role – it is likely that the opportunities for progression vary between job roles. This is important because job roles are correlated with diversity.

Sickness absence

Both the likelihood of having sickness absence and the number of days was analysed for each agency.

Grade, disability status, age and gender were each found to be associated with sickness absence in more than one agency (in some cases this was only in part of the agency). The patterns were not consistent across the DfT group, and

full details are available in each individual agency report.

Other

Sexual orientation and religion or belief

There was generally insufficient data to analyse sexual orientation and religion or belief (64% had unknown sexual orientation and 71% had unknown religion or belief). Of those who had declared, 3% indicated they were lesbian, gay or bisexual and 69% indicated they had a religion or belief.

Leavers

1,374[4] staff left DfT during 2015/16, 8% of the staff in post at the beginning of the year. The vast majority (84%) left for "voluntary" reasons (e.g. retirement and resignations). 16% left for "other" reasons (e.g. end of contract and dismissals).

Age was a significant characteristic in most agencies – leavers tended to be older than the staff in post, which is likely to be due to retirements.

Grievance and disciplines

63 grievance cases and 99 discipline cases were recorded across DfT[5].

Within DVLA, there were disproportionately more discipline cases involving male staff and full-time staff. Other agencies had too few cases for statistical analysis to be meaningful.

[4] This excludes the staff in Highways Agency

[5] These figures understate the true number of grievances and discipline cases as DVSA were unable to provide a full set for the year.

Introduction

DfT background

DfT works with its agencies and partners to support the transport network. It plans and invests in transport infrastructure, provides testing and regulation for drivers and vehicles, and implements the Government's transport safety policies.

In 2015/16 DfT consisted of the following organisations:

- Driver and Vehicle Standards Agency (DVSA)[6];
- Driver and Vehicle Licensing Agency (DVLA);
- Maritime and Coastguard Agency (MCA);
- Vehicle Certification Agency (VCA); and
- Department for Transport Centre (DfT(c)).

On the 1st April 2015, the functions, roles and responsibilities of the Highways Agency transferred from DfT to a new government-owned company, Highways England. Highways England are responsible for producing their own Equality Monitoring report.

Equality monitoring

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

It considers the diversity of the whole DfT group and collates findings from individual agency reports. The individual reports:

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

The reports are not intended to provide an over-arching narrative of diversity and inclusion in DfT or to set the analysis in the reports in the context of ongoing organisational change. The DfT "diversity story", based on both quantitative and qualitative data from various sources, is being developed separately to underpin strategic inclusion plans from 2017 and will be reflected in equality monitoring reports in future years.

Analysis and reporting

This analysis has considered the following areas of diversity:

- Gender
- Race
- Disability
- Age

[6] DVSA was formed in April 2014 by merging the Driving Standards Agency (DSA) and the Vehicle and Operator Services Agency (VOSA). In this report, DSA and VOSA have been combined in historical years to create a dataset that can be compared with DVSA.

- Working pattern
- Sexual orientation
- Religion and belief

And for the following datasets:

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

It also gives information about maternity leavers and returners.

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

Results reported here are those that were significant at the 99% level, unless otherwise stated.

Data for these reports were provided by Human Resources functions in DfT(c) and each agency, and has been summarised in the annex tables provided with this analysis. Recruitment data is held by Civil Service Resourcing, and was provided by the DfT Resourcing Group (DRG).

Data coverage and quality

Data related to staff in post at the end of 31st March 2016, and recruitment and cessations between 1st April 2015 and 31st March 2016.

For the purpose of these reports, 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 long term sickness absence, secondments, and career breaks) are not included in the analysis, and nor are staff who are not civil servants (e.g. consultants, temporary administrators etc.).

Staff on maternity leave[7] are included in the staff in post dataset, although excluded from the training and sickness absence analyses.

Data on staff gender, age and grade are held for each member of staff, but data on disability, race, sexual orientation and religion or belief are provided voluntarily. 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.

Data groupings

DfT staff occupy a wide range of posts including administrators, coastguards, driving examiners, marine surveyors, engineers, operational staff, and vehicle/traffic examiners.

Each type of role has its own diversity characteristics, and some summary information relating to particular roles can be seen in this report. More detailed discussions of job type can be found in individual agency reports.

[7] 208 staff were on maternity leave on 31st March 2014.

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 gender. 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).

For some characteristics, staff members may actively declare that they "prefer not to say". In general in this report, they have been classified as having an unknown status.

Data for some of the staff who declared their race during the year are subject to a database coding problem that means that it has not been possible to determine whether they are white or BAME. They have been classed as "unknown/prefer not to say" for the purpose of this report, and work is underway to rectify the problem.

The table below shows declaration rates both with and without "prefer not to say". Declaration rates for each agency are given in Annex C.

(Age and gender have a 100% declaration rate because this data is automatically available for all employees).

	Declaration rate	
Protected characteristic	**Including "prefer not to say"**	**Excluding "prefer not to say"**
Age	100%	100%
Gender	100%	100%
Race	87%	66%
Disability status	74%	71%
Religion and belief	62%	29%
Sexual orientation	68%	36%

High declaration rates are important for robust analysis and results that can be confidently extrapolated to all staff; where there are large proportions of unknowns in the data (either "prefer not to say" or undeclared), if these non-respondents are not representative of all staff, we may introduce bias into the results.

A systematic bias was present in the protected characteristics data for many agencies as new staff (staff who joined after 31st March 2015) had a much higher proportion of unknowns in each of the protected characteristics than existing staff.

For race, this was partly due to new staff being disproportionately affected by the database coding problem.

New staff tended to be younger than existing staff which may have introduced a bias into the results.

Other data quality issues

Learning & development

Training data is held by Civil Service Learning (CSL) on both e-learning and face to face courses provided via CSL. However, it has not been possible to confidently match the records to staff data held by agencies for a statistical analysis. Therefore we have not analysed this data

Some agencies also hold their own records of learning and, where these

exist, they have been analysed, although it is likely that the coverage is only partial, and may be biased towards particular job roles. This analysis is covered in the individual reports.

Recruitment

Data on recruitment up to Grade 6, covering all campaigns advertised outside DfT, is held by Civil Service Recruitment. There were some continuing issues with the recruitment data due to the format in which it is available. The data includes the last known status of each candidate (e.g. awaiting interview) but not any intermediate status (e.g. passed sift). In particular, when an applicant has withdrawn from a campaign it is unknown how far through the process they had progressed – in other words, whether or not they had passed the sift and the interview. As a result, there may be a high number of applicants with an unknown sift result. In addition, it is not generally possible to see whether both an interview and assessment have taken place, and so the two have been combined into one stage.

Data on internal moves has not generally been available.

This year data on SCS recruitment has been provided by DRG and also by external recruitment consultancies. No statistical analysis has been completed because individual level data were not currently available. We are working with data providers to improve the data for the reporting year 2016/17.

Data recommendations

Given the importance of high declaration rates, the primary recommendation is to improve declaration rates and to ensure that it is at least 90% for each characteristic in each agency (including “prefer not to say”). This should include ensuring that the database coding error relating to race is properly corrected and that, if possible, there is an automatic transfer of diversity data captured during the recruitment process to staff records for new staff.

In addition, equality and diversity leads should continue to work with Civil Service Learning to improve the information that is provided. In particular, it should be a requirement that those participating in learning and development register a valid staff number so that their learning records may be matched with information held by departments for diversity purposes.

The recruitment data held by Civil Service Recruitment would ideally be improved so that it is possible to identify all of the relevant stages a candidate has gone through in the course of the recruitment process. However, this would require structural change to the Civil Service Recruitment database and, as such, is unlikely to be possible, at least in the short term.

Statistical summary

This chapter considers the diversity mix across the whole DfT family and describes key results, in particular those that are common across the DfT family. Further detail is provided in individual agency reports.

For ease of reading, the generic description “agencies” also includes DfT(c).

Key diversity statistics

The table below gives key diversity statistics for DfT. The accompanying annex tables give more detailed statistics for each of the protected characteristics.

	% all staff making specific declaration against characteristic[8]	**…of whom % declaring particular characteristic shown in brackets [9]**
Age (40 years and older)	100%	63%
Gender (Female)	100%	45%
Working pattern (Part-time)	100%	21%
Race (BAME)	66%	5%
Disability status (Disabled)	71%	12%
Sexual Orientation (Lesbian, gay man, or bisexual)	46%	3%
Religion or belief (Declared a religion or belief)	29%	69%

[8]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.

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

Overall staff numbers

Figure 1 shows the number of DfT staff by agency on 31st March 2016.

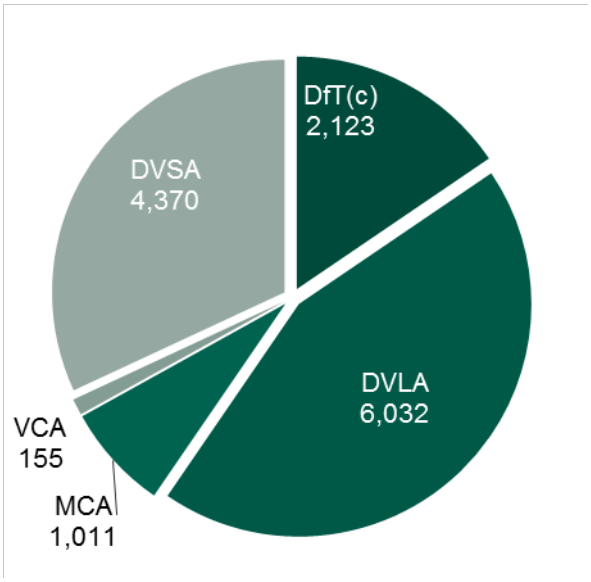

Figure 1 Number of DfT staff by agency

Annex C contains a map showing the geographical distribution of staff.

Since March 2014, the total number of staff in DfT has decreased from 16,846 to 13,691 – a drop of 3,155 (19%). The decrease was largely due to the exclusion of Highways Agency (now Highways England, an autonomous state-owned company and therefore not covered by the Equality Monitoring reports for DfT).

DfT(c) and DVLA saw increases in staff numbers; for DVLA this was mainly due to 302 staff who joined the Agency through a TUPE scheme. VCA, DVSA and MCA had net decreases in staff numbers, as shown in Figure 2.

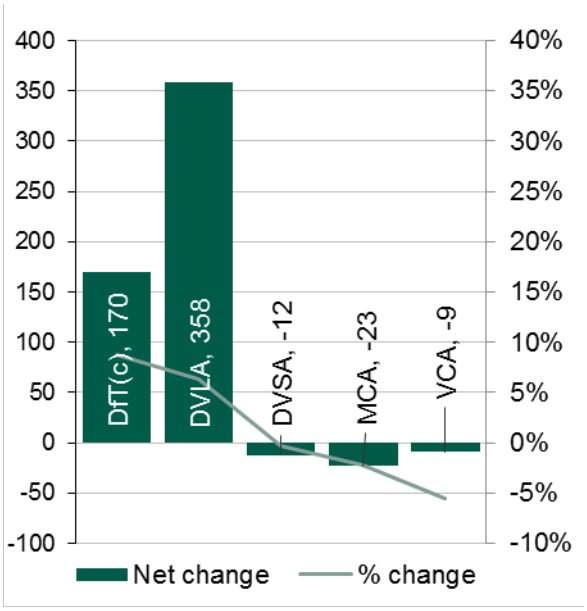

Figure 2 Net change in staff numbers by agency

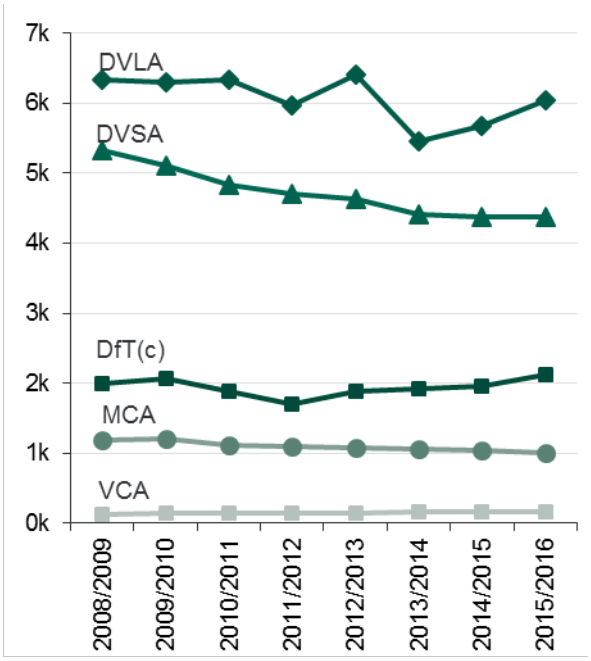

Figure 3 Number of staff in each agency, by year

Maternity leavers and returners

There were 157 staff on paid or unpaid maternity leave at the end of March 2016. 242 staff returned from maternity leave during the year. Staff in post figures in this analysis include staff on maternity leave at 31st March 2016.

Gender

Key findings and year on year changes

In DfT as a whole, 45% of staff were female. Within each agency except DVLA, there were fewer females than males – the proportion of female staff ranged between 27% and 39%. In DVLA, 61% of staff were female. DVLA accounted for over half of all DfT's female staff.

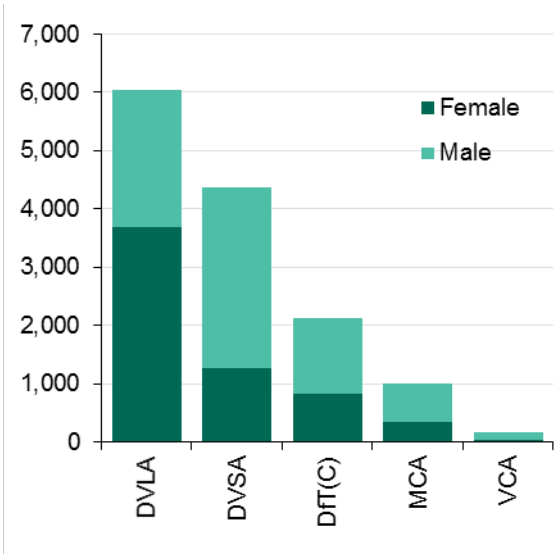

Figure 4 Number of DfT staff by agency and gender

Between 2014/15 and 2015/16, there was no increase in the proportion of females in the workforce.

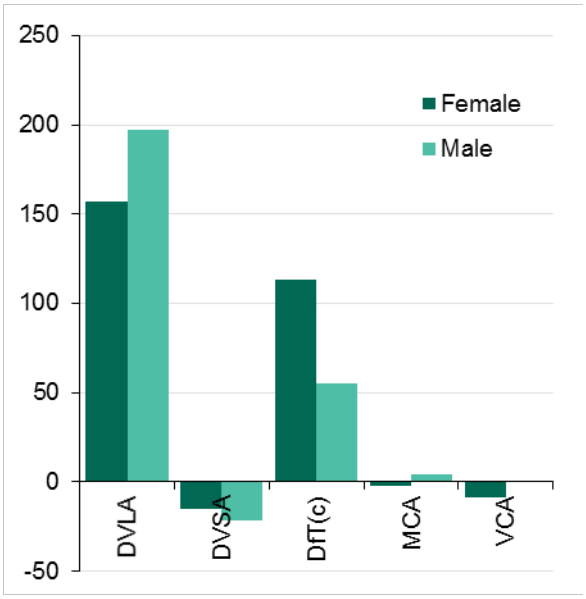

Figure 5 Net change in number of staff by agency and gender

There has been no significant trend in the proportion of female staff in DfT as a whole since 2007/08. The only agencies that did have significant trends in the proportion of female staff were:

- DVLA: decreasing trend for non-operational staff.
- DVSA: increasing trend for vehicle/traffic examiners, but a decreasing trend for driving examiners.
- DfT(c): increasing trend in grades HEO and above.

DfT compared with local working-age populations

Across most locations within the Department, there were disproportionately fewer female employees compared with local working-age populations.

There were some exceptions, mainly at the locations with more generalist or administrative staff. In particular, there were disproportionately more females in DVSA's Nottingham office, and in DVLA.

The gender split of staff largely reflected the local working-age population at: DVSA's head offices (except Nottingham); DfT(c)'s Hastings office; and MCA's Spring Place office.

Differences within DfT

Across DfT, there were differences in the job roles occupied by males and females. Broadly speaking, there tended to be a higher proportion of males in specialist roles, such as driving examiners and marine surveyors, whereas females were more likely to be in generalist (administrative) roles.

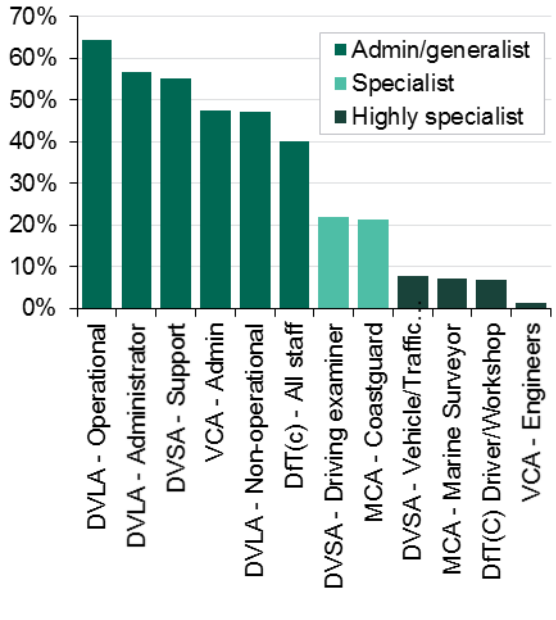

Figure 6 Percentage of female staff by job role

Much of the analysis considered job roles separately, because the characteristics of the staff within each role tended to be different. In some cases there were also different grade structures, meaning that the analysis across grades was more meaningful when the job roles were considered separately.

In all parts of the DfT family (except VCA) there was at least one significant finding indicating that female staff were more likely to be in the lower grades, even after taking into account the different job roles.

The chart below shows the proportion of female staff in each grade for all of DfT.

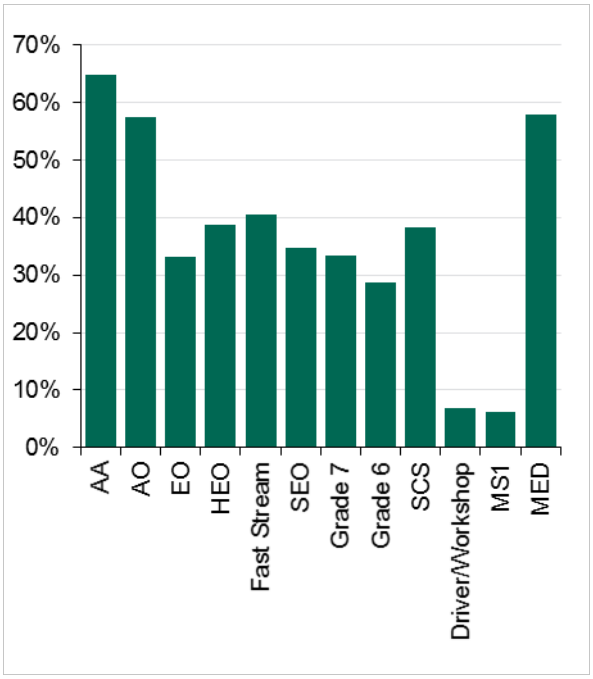

Figure 7 Percentage of female staff in each grade across DfT

Across DfT, females were more likely than males to work part time, and in DVLA, DfT(c) and MCA female staff tended to be younger than male staff.

Race

Key findings and year on year changes

Of those who had declared their race, 5% declared that they were from a black, Asian or minority ethnic (BAME) group (1% black, 3% Asian, 1% mixed race).

The proportion of BAME staff (of those who declared) varied across DfT: DfT(c) had the highest proportion (20%) and DVLA had the lowest proportion (1%). This partially reflects the differences in the geographical locations of the agencies and the proportions of BAME people in the local working-age populations. For example, we would

expect to see a higher proportion of BAME staff in London than elsewhere, because there is a higher proportion of BAME in the local population.

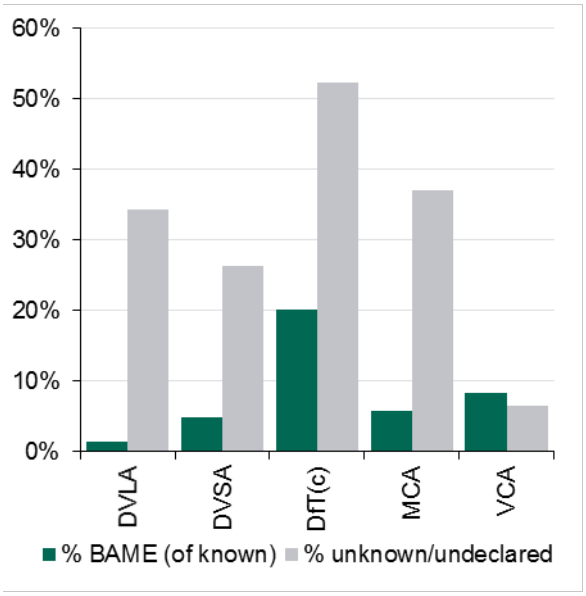

Figure 8 Percentage of BAME staff (where race declared), along with declaration rates, by agency

A large proportion of staff (34%) were of unknown or undeclared race, an increase from the previous year (28%).

There was a particularly high proportion of staff with unknown/undeclared race in DfT(c). There was also a long-term trend (from 2010/11) of decreasing race declaration rates in DfT as a whole. This is partly due to the database coding problem described in Chapter 2, which also affected a number of agencies – 23% of staff race declarations in DfT(c) were affected by this, 18% in DVLA and 9% in DVSA. It is possible that once this database coding issue is resolved and we have more race declarations that we can use, that the proportion of BAME staff across DfT will decrease.

In contrast, there was no significant trend in the proportion of BAME staff in DfT as a whole since 2007/08 – the proportion of BAME staff has remained at 5% since 2007/08.

Several agencies did have significant trends:

- DVLA: proportion of BAME has been decreasing;
- DfT(c): proportion of BAME has been increasing;
- DVSA: proportion of BAME driving examiners has been increasing.

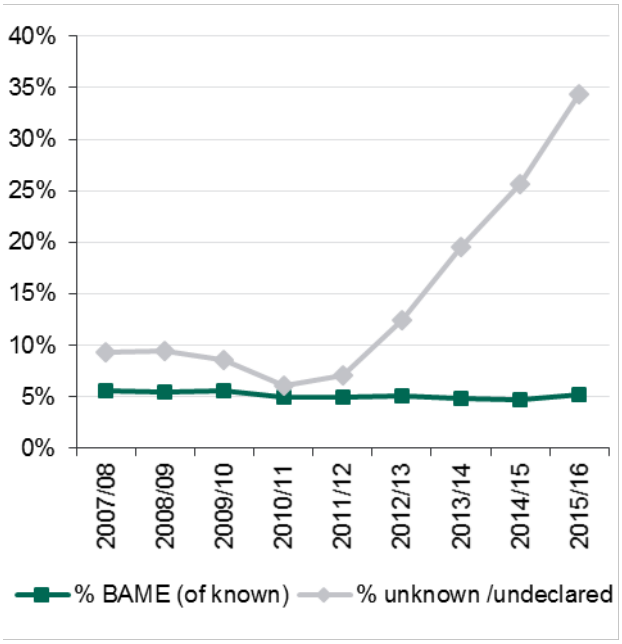

Figure 9 Percentage of BAME staff year on year from 2007/08 for all DfT, along with percentage of staff with undeclared race

DfT compared with local working-age populations

There were disproportionately more BAME staff within MCA in Scotland and Northern Ireland. For all other locations, the proportion of BAME staff was similar to that in the local working age population.

Differences within DfT

The distributions of BAME staff within each agency were analysed to see whether there were any differences in the grade or job types of BAME staff, white staff and those with unknown/ undeclared race.

Regarding job types, there were only significant differences within MCA: marine surveyors were more likely to be BAME than admin or coastguard staff.

Regarding pay bands, in DfT(c) higher grades were more likely to be white and lower grades were more likely to be BAME. In particular, there were only 4 SCS staff (4%) who had declared themselves as BAME (although 45% had unknown race).

Disability status

Key findings and year on year changes

Of those who had declared their disability status, 12% of staff indicated that they were disabled. This is a small increase on last year (11%).

This proportion varied across agencies – DVLA had the highest proportion of disabled staff (17%) and DfT(c) had the lowest (6%).

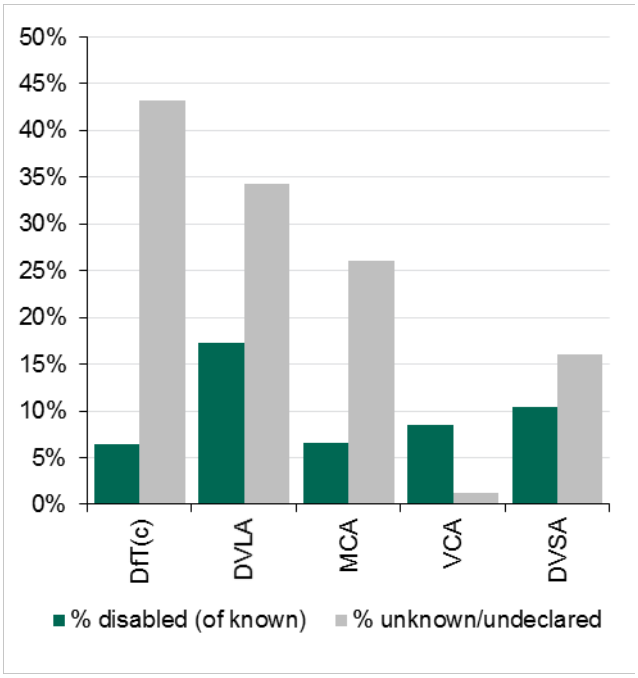

Figure 10 Percentage of disabled staff (where disability status known) by agency

However, as with race, a large proportion of staff had unknown or undeclared disability status (29%).

There has been an increasing trend in the proportion of disabled staff in DfT since 2007/08. There were significant trends in some agencies:

- DVSA: proportion of disabled driving examiners and support staff has been increasing; and,
- DfT(c): proportion of disabled staff has been increasing.

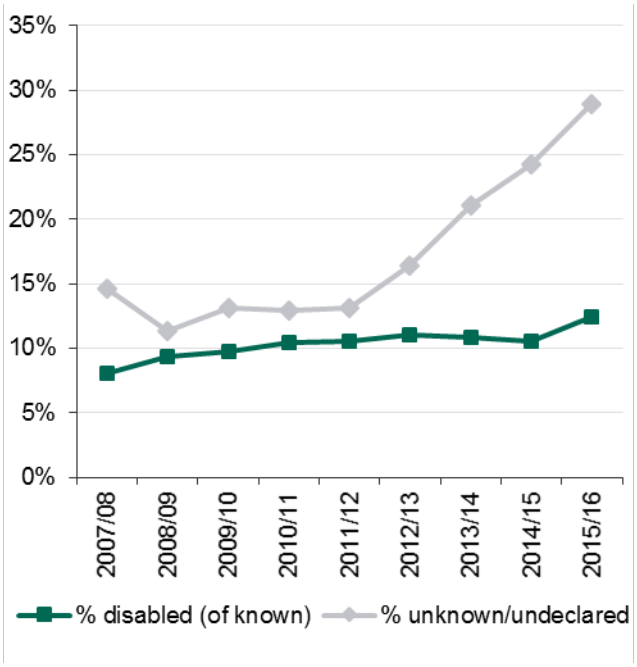

Figure 11 Percentage of disabled staff within DfT (where known), alongside percentage of staff with unknown disability status

However, across the same period, the disability status declaration rate has decreased – there was a significant downward trend in declaration rates in DfT as a whole and in all agencies, except VCA.

DfT compared with local working-age populations

Three agencies (DVSA, VCA and MCA) had disproportionately fewer disabled staff or more non-disabled staff, compared with the local working-age populations at several locations.

Differences within DfT

In DfT(c) and DVLA there were some individual grade differences, indicating that staff in higher grades were less likely to be disabled, for some job types.

Age

Key findings and year on year changes

Nearly two thirds of DfT staff were aged 40 or over (compared with 50% of the national working-age population) and less than 5% were aged under 25. There were two peaks in the age profile: one at 50-54 and a smaller one at 35-39.

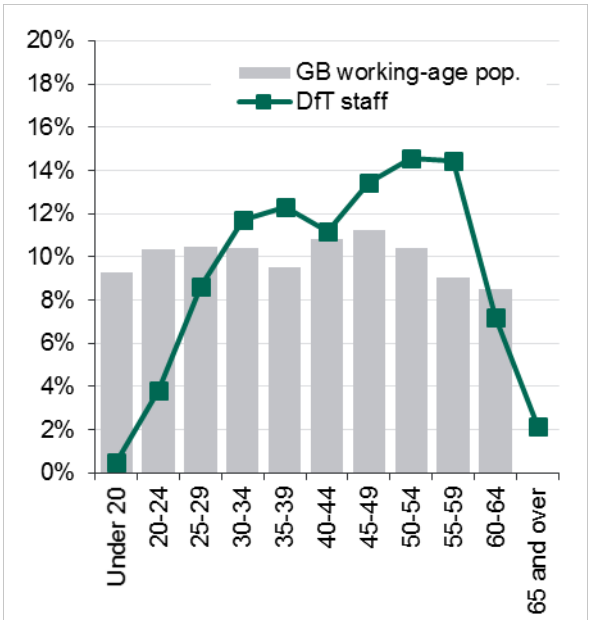

Figure 12 Age profile of DfT staff, and age profile of national working-age population

Each of the agencies had a different age profile, but there were some commonalities: all agencies except VCA and DVSA had the majority of their staff aged 30-54, with DVLA and DfT(c) having a dip in the number of staff aged 40-44. DVSA had a much older age profile than the other agencies, with a peak in staff aged 50-59.

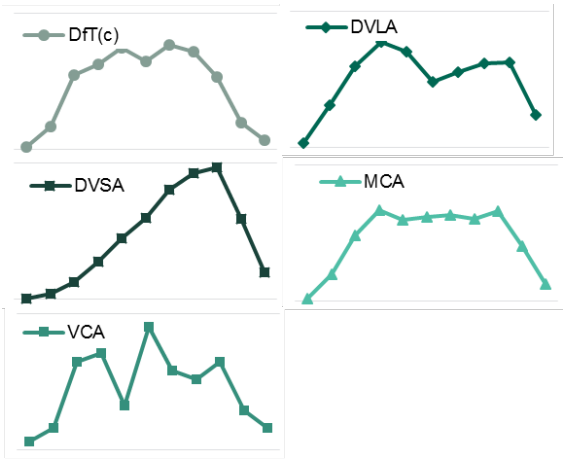

Figure 13 Age profile of staff in each agency

DfT compared with local working-age populations

The age profile of DfT staff tended to be older than local working-age populations. In particular, within most agencies, there were fewer staff aged under 30.

Differences within DfT

In DVLA and VCA, staff in higher grades tended to be older than those in lower pay bands.

In DfT(c) and MCA, female staff tended to be younger than male staff.

Sexual orientation

Overall, 64% of staff had unknown or undeclared sexual orientation. The proportion of unknowns varied from 75% in DVLA to 12% in VCA.

In general, there was not enough data on sexual orientation to include it in the analysis.

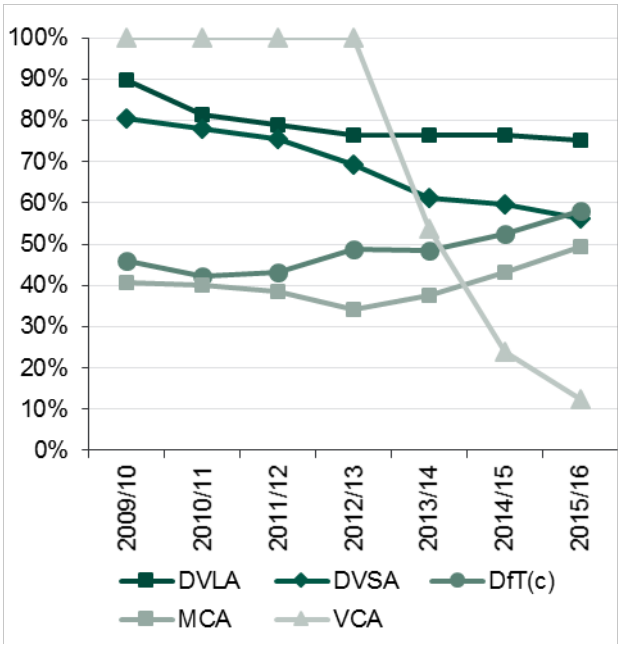

Figure 14 Percentage of staff with undeclared/prefer not to say sexual orientation status by agency

Of those who had declared, 3% had indicated that they were lesbian, gay or bisexual (LGB). This has not changed since 2009/10 (the first year data on sexual orientation was collected).

Religion and belief

Declaration rates for religion or belief varied across DfT, between 14% in VCA and 83% in DVLA. Overall, 71% of staff had unknown or undeclared religion or belief.

In general, there was not enough data on religion or belief to undertake analysis.

Of those who had declared, 69% indicated that they had a religion or belief (last year 76% declared a religion or belief).

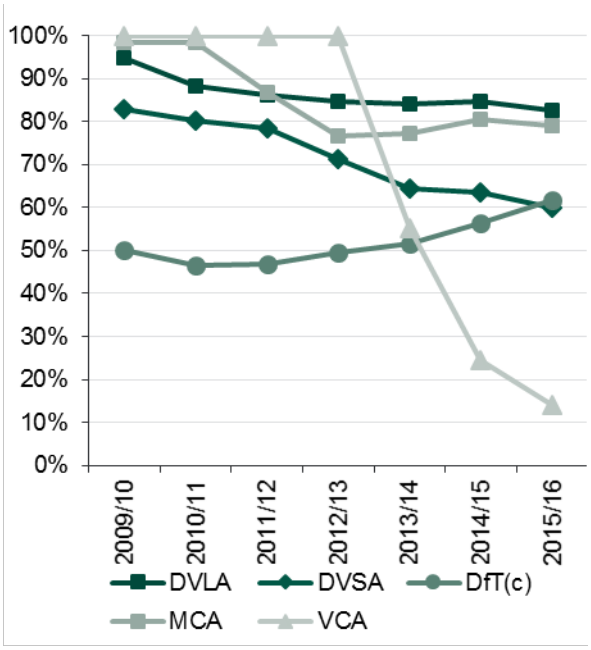

Figure 15 Percentage of staff with undeclared/prefer not to say religion or belief by agency

Working Pattern

21% of staff worked part time. The proportion of part-time staff varied across agencies, ranging from 10% in DfT(c) to 31% in DVLA. The proportions of part-time staff have increased in every agency since 2007/08.

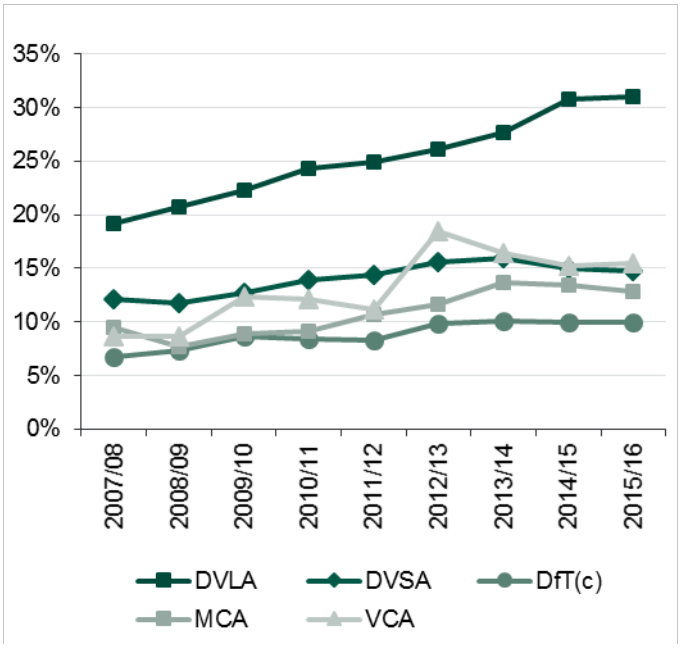

Figure 16 Percentage of staff who work part-time, by agency

Across DfT, compared with full-time staff, part-time staff were more likely to be:

- Older (all agencies);
- In lower grades (DVLA and MCA);
- Female (all agencies except DfT(c));
- Disabled (DVLA); and,
- White (DVSA).

Where there were differences by job type, there tended to be higher proportions of part-time staff in the more administrative or office-based roles. This was seen in DVLA and MCA. These were also the roles that had higher proportions of female staff. In addition, a higher proportion of driving examiners worked part-time compared with other job roles in DVSA.

Recruitment

Across DfT, there 31,158 applications were received for posts up to Grade 6 during 2015/16, and 1,648 people were offered a post (5% of applicants).

36% of the applications were for posts in DVLA, 32% for posts in DVSA and 24% were for posts in DfT(c). The proportion of applicants who were offered a post varied from 4% in DVSA to 9% in MCA.

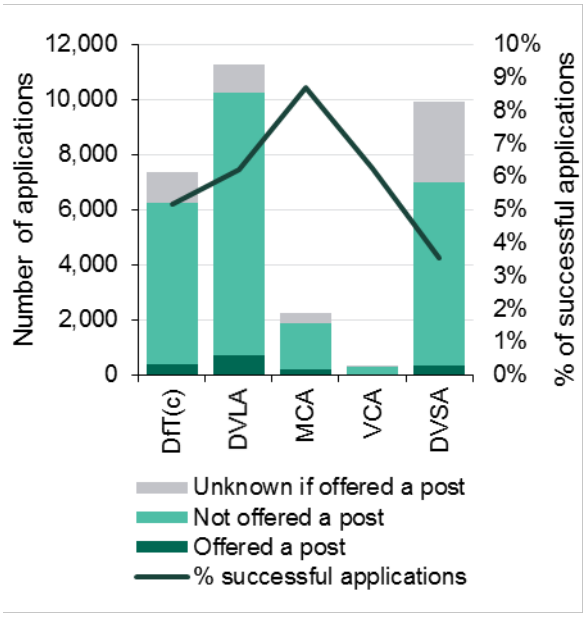

Figure 17 Recruitment application outcomes by agency

752 applications were made to posts advertised in the SCS, and 169 of these applicants were shortlisted. The diversity profile of applicants at each of these stages is shown in the DfT(c) report. Information is not available on the diversity profile of applicants who were offered a post. No statistical analysis has been completed of SCS recruitment because individual level data are not currently available.

The remaining results in this section are for recruitment up to Grade 6 and do not include SCS recruitment.

Applicants compared with local working-age populations

In all of the agencies, there was at least one subset of posts which had disproportionately more male applicants when compared with the local working-age populations. An exception was for DVLA operational AA and AO posts, where there were disproportionately more female applicants.

All agencies except DVLA had at least one location which had disproportionately more BAME

applicants than expected compared with the local working-age population.

All agencies had at least one location with disproportionately fewer disabled applicants compared with the local working-age population.

The age profile of applicants to MCA posts was comparable with local working-age populations. In contrast, applicants to posts in the other agencies either tended to be older or younger than the local working-age population, depending on the grade or job role of the post.

Sift to appointment analysis

The profile of applicants who were successful at each recruitment stage (sift, interview, and offered a post) was compared with those who were unsuccessful. In the case of race and disability, there were three diversity classifications tested (e.g. BAME, white and unknown/prefer not to say), so any result compares each classification with the other two.

Across the agencies, there were some consistent patterns of success through the recruitment process.

For all agencies, grade (and sometimes an associated job role) influenced how successful applicants were at each stage. This is largely due to the number of applicants for each campaign – for example the ratio of applications to posts for a widely advertised driving examiner campaign might be higher than for other posts (and therefore the chances of being offered a post in this campaign lower).

For all agencies, race was a significant factor in at least one stage of the process:

- BAME applicants were less successful at sift (DVLA), white applicants were more successful at sift (DfT(c), VCA);
- BAME applicants were less successful at interview (DVSA Driving Examiners, MCA), white applicants were more successful at interview (DfT(c)); and
- BAME applicants were less likely to be offered a post (DVSA Driving Examiners, DfT(c), MCA), white applicants were more likely to be offered a post (DVLA HEO/SEO posts).

The gender of applicants was sometimes associated with success:

- DVSA Vehicle/Traffic Examiners: male applicants were more successful at sift;
- DfT(c): female applicants were more successful at interview;
- DVSA: female Driving Examiner applicants were less likely to be offered a post, and male Vehicle/Traffic Examiner applicants more likely to be offered a post.

Age was only a significant factor in two agencies. In DfT(c) younger applicants were more successful at interview than older applicants, and younger staff were more likely to be offered a post. In MCA, younger staff were less likely to be successful at the sift stage than older staff.

The disability status of applicants was not associated with success rates at any stage of the recruitment process.

Performance management

All of DfT is now on a three-box performance management system.

There were some differences in the distribution of performance ratings

across DfT(c) and the agencies with DVSA and DVLA significantly different from the guided distribution of performance marks (25% rating 1, 65% rating 2 and 10% rating 3).

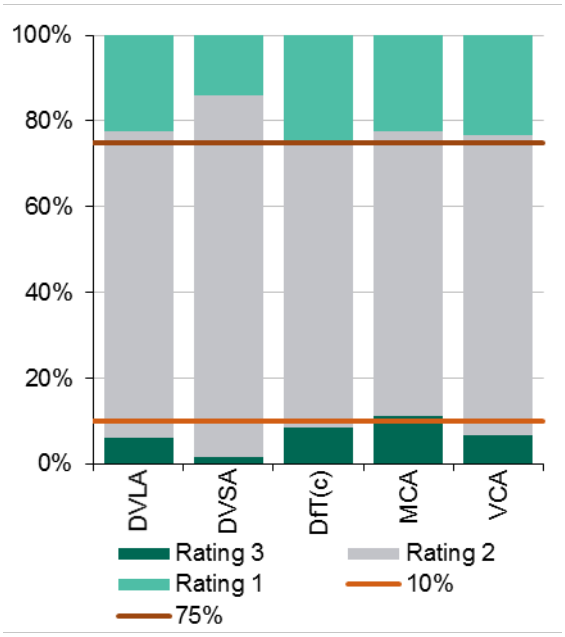

Figure 18 Distribution of performance ratings by agency

Overall, 20% received a performance rating 1, 75% a performance rating 2, and 10% a performance rating 3. The table below summarises the results by agency (figures may not sum to 100% due to rounding).

	Rating 1	Rating 2	Rating 3
DVLA	22%	72%	6%
DVSA	14%	84%	1%
DfT(c)	25%	66%	8%
MCA	22%	66%	11%
VCA	23%	70%	7%

There was a significant amount of variation between job types. The proportion receiving a performance rating 1 ranged from 12% of DVSA vehicle/traffic examiners to 28% of MCA Marine surveyors. The proportion receiving a performance rating 3 ranged from 1% of DVSA Support staff to 14% of MCA coastguards.

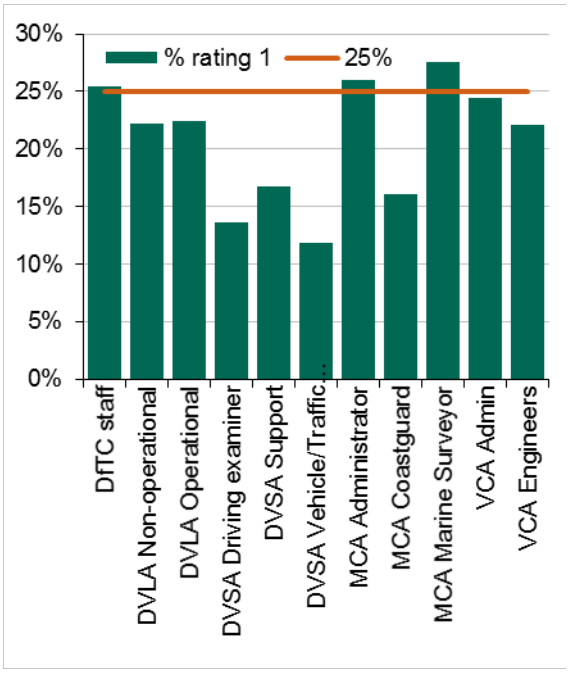

Figure 19 Percentage of staff receiving a performance rating 1, by job type

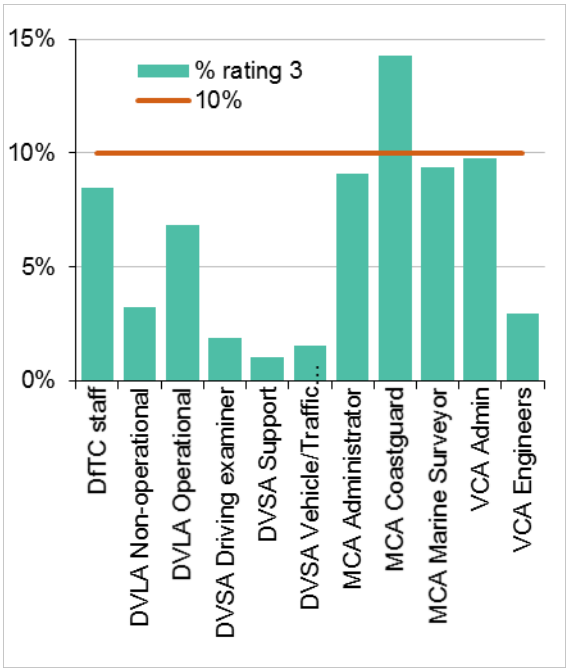

Figure 20 Percentage of staff receiving a performance rating 3, by job type

Charts and tables of the performance management results by many of the key

diversity characteristics can be found in Annex C.

Characteristics associated with performance rating 1

As all agencies were using the same performance management system, analysis of the department as a whole was possible.

The analysis examines whether there was a significant difference between the profile of those achieving the top performance rating, and those who did not receive that rating.

Staff with the following characteristics were more likely to have received a performance rating 1:

- Staff with fewer days sickness absence;
- Staff with a higher FTE;
- Younger staff;
- White staff and mixed race staff (compared with black staff, Asian staff and staff with unknown race).
- Female staff;
- Staff who had been in their grade more than one year;
- Non-disabled staff;
- Operational staff (DVLA);
- Non-specialist staff (DfT(c));
- Staff who managed more staff.

In addition, staff that were less likely to have received a performance rating 1 were:

- Vehicle/Traffic examiners (DVSA);
- AO staff;
- Driving examiners (DVSA).

Characteristics associated with performance rating 3

The analysis examines whether there was a significant difference between the profile of those achieving the bottom performance rating, and those who did not receive that rating.

Staff with the following characteristics were **less likely** to have received a performance rating 3:

- Staff with fewer days sickness absence;
- Driving Examiners (DVSA);
- Vehicle / Traffic Examiners (DVSA);
- Admin staff (DVSA, MCA, VCA)
- Non-disabled staff;
- Female staff;
- Staff with a higher FTE (full time);
- Staff who had been in their grade for 3-6 years (compared with staff who had been in their grade less or more time).

In addition, staff that were **more likely** to have received a performance rating 3 were:

- AA staff;
- Operational staff (DVLA);
- Coastguards (MCA).

Interpreting the PMR results

The findings presented above are the result of multivariate regression analyses. This means that all individual characteristics were considered together in determining which of them were most related to receiving a performance rating 1 (or performance rating 3).

The first characteristic listed is the one most closely associated with that performance rating. Others are ranked in order. The analysis identifies which characteristic drives the difference in the

outcomes and provides a level of understanding beyond the data tables.

The analysis shows that the key characteristics associated with the performance mark in DfT were:

- Sickness absence;
- Profession/job type;
- Working pattern (FTE);
- Disability status;
- Age;
- Grade and Time in Grade;
- Race;
- Gender.

When interpreting the results, the correlation in the data need to be taken into account – for example, older staff were more likely to work part-time than younger staff so differences in performance ratings for full-time and part-time staff may be related to age differences.

The following gives the main correlations within the staff data for DfT:

- Female staff tended to younger than male staff;
- Female staff were more likely to work part time than male staff;
- Female staff were more likely to be in lower grades;
- Profession/job type tended to be correlated with diversity. For example, female staff were less likely to be Marine Surveyors, Coastguards, Vehicle Engineers; Driving Examiners, Vehicle/Traffic Examiners or Driver Workshop. Female staff were more likely to be in Admin, Operational (DVLA) and Non-Operational (DVLA).
- Older staff were more likely to declare their race and disability status.
- Older staff were more likely to work part time;
- Older staff tended to have been in their grade longer than younger staff;
- White staff tended to manage more staff than BAME staff and staff with unknown race; and,
- Staff who had declared one characteristic were more likely to have declared others.

Progression

Staff who progressed up the grade structure during 2015/16 were compared with those who did not.

The analysis used only staff who were in post (in the same agency) on both 31st March 2015 and 31st March 2016.

It used staff diversity characteristics at 31st March 2016, as well as some other explanatory variables that relate to the previous reporting year: grade and time in that grade at 31st March 2015, the amount of sickness absence and the amount of overtime recorded for the year ending 31st March 2015, and the performance rating received for that year (i.e. the year prior to their progression).

For VCA, analysis was not possible due to small numbers.

Across DfT, younger staff were more likely to have progressed up the grade structure (within DVSA this result only applied to Support staff).

In DfT(c), DVLA and DVSA staff who received the highest performance rating (PR1) the previous year were more likely to have progressed.

In DVLA staff with a higher FTE were more likely to have progressed up the grade structure. A similar result was found for DVSA Support staff and Driving Examiners.

For MCA, staff who had been in their grade for less than a year and staff who had not declared their disability status were less likely to have progressed.

Across the agencies, progression was associated with the job type and what the progression opportunities were in that particular role.

Sickness absence

Both the likelihood of having sickness absence and the number of days of absence was analysed for each agency. Several factors were found to be significant in more than one agency.

The staff included in the analysis were those who were in post at the end of March 2016, including those on long term sickness absence at that date.

Staff who had left DfT(c) during the year, and staff on long term leave, such as maternity leave or loans to other government departments were excluded.

Staff with sickness absence

The most common characteristics linked with incidence of sickness absence across the group were grade (apart from VCA) and disability declaration (except MCA). Whilst these results were shared the exact details varied (e.g. with DfT(c) it was staff who had not declared the disability status who were more likely to have an incidence of sickness absence whereas in DVLA it was disabled staff) and so individual agency reports should be consulted for details.

Within DVLA younger staff and part-time staff had more incidences of sickness absence, whereas staff in operational roles had fewer.

Within DVSA female staff were more likely to have had an incidence of sickness absence.

Within VCA administrators were more likely to have had an incidence of sickness absence thane engineers.

Amount of sickness absence

Across the group staff with different working patterns, grades and job roles had different characteristics associated with the amount of sickness absence they had taken. As these varied across the agencies and DfT(c), the individual reports should be consulted for further information.

Leavers

1,374 staff left DfT during 2015/16, 8% of the staff in post at the beginning of the year.

The vast majority (84%) left for “voluntary” reasons.

Leaving reason		Number leaving
Voluntary	Resignations	459
	Transfers to OGD	253
	Retirement	266
	Voluntary Exit Scheme (VES/VER)	178
Other	Dismissed	118
	End of Contract	61
	Deceased	16
	Failure to Complete Probation	12
	Redundancies	10
Unknown	Other	1

No analysis was possible for VCA due to the small number of leavers. Across all other agencies age was a significant factor – leavers tended to be older than staff in post. This is likely to be due to the number of retirements.

Within MCA, coastguards were more likely to have left than staff in other job roles and those who left were more likely to be in the lower grades (AA-EO).

Within DVLA 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.

Within DfT(c), Fast-Streamers were more likely to leave than staff in other grades. This is likely to be associated with the nature of Fast Stream posts and rotations to different Departments.

Within DVSA significantly higher proportions of AA staff, staff who had not declared their disability status, part-time staff, male staff, and Grade 6 staff left during the year, compared with staff in post at the end of the year.

Learning and development

As explained in Chapter 2, training data provided by Civil Service Learning could not be analysed.

Some agencies did provide their own records of training data and these were analysed. Details of the analysis are given in the individual reports.

Grievances and disciplines

63 grievance cases were recorded across DfT[10].

At agency level, there were generally too few grievance cases for statistical analysis to be meaningful (the exception being DVSA with 37 cases but due to a partial data set we were still unable to perform any analysis).

Disciplinary procedures were invoked for 99 members of staff [13].

As with grievances, most agencies had too few disciplinary cases for statistical analysis to be meaningful, the exception being DVLA with 42 discipline cases.

Within DVLA 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 by job type but there was insufficient data to test by race, disability status, sexual orientation and religion or belief.

Agency	Disciplines	Grievances	Staff in post
DVLA	42	2	6,032
DVSA	18	37	4,370
DfT(c)	30	8	2,123
MCA	7	13	1,011
VCA	2	3	155
Total	99	63	13,691

[10] DVSA provided incomplete data on grievances and discipline so it is likely there were more cases recorded than given here.