



DFID Diversity and Inclusion – Annual Report 2014-15



Foreword

I am delighted to have taken on the role of DFID's Diversity Champion. I would like to thank my predecessor, Richard Calvert for his energetic and successful leadership of this agenda for the last few years.

We have made a lot of progress in recent years and we were very pleased that our efforts were rewarded in 2014's Civil Service Diversity Awards.

But there is no chance of us becoming complacent. The agenda is too important and there is still a lot to be delivered. This report reinforces that we do some things very well and we will continue to build on these. Equally, it shows where we need to do more. I can assure you: we will!

DFID's Executive Management Committee has endorsed an ambitious programme for the next two years. I am particularly excited by our plans for tackling unconscious bias; improving job design, tackling the blockages to senior levels for Disabled and BAME staff, and addressing social mobility.

We have a challenging agenda. We have the active support of the whole organisation, engaged Network Group leads and commitment from senior leaders. I am determined and confident that we will deliver.

David Kennedy, Diversity Champion and Director General Economic Development

Our people

Progress on data

Diversity and Inclusion monitoring framework

This year together with the Global Diversity Network we commissioned the production of a diversity monitoring framework. This framework maps qualitative and quantitative employment lifecycle indicators, governance and both strategic and tactical outputs. It is the foundation for a data driven approach to improvement on diversity and inclusion in the workplace. We will further refine this work in the next twelve months.

Diversity declaration rates

In late 2013, we ran a campaign to promote the value of declaring diversity information. Declaration rates across all protected characteristics increased. On the back of the success of our campaign, we are now able to present analysis based on the protected characteristics which was never possible before. This new baseline is used to target interventions. Rates have slipped slightly in the last year, with the exception of disability, and we still have a long way to go. A campaign to continue to drive declaration rates upwards was launched in July 2015 and we will monitor and report on its outcomes.

Quality analysis and policy interventions

We have raised the bar on the quality and availability of our analysis and placed data at the heart of our policy interventions on performance and attendance management. We have used our analysis to tell rich thematic stories such as how the employment relationship is mediated through gender. We have also used our analysis to begin to dispel myths and to focus attention where it is really needed. For example, it was a commonly held perception that women received poorer performance management ratings than men. We have been able to dispel this by demonstrating that women have received higher ratings than men for at least 5 years.

Levels of representation

Our analysis suggests that we are a representative organisation across the majority of the protected characteristics when benchmarked against census and British Household Survey data. The main exception is people with disabilities, who are underrepresented in our workplace. The data also tells us that we are increasing the share of women in our workforce.

Progress on role modelling and inclusive leadership

Role modelling and sharing stories

Visible role models have a transformative impact on workplace inclusion. This year we have worked with inspirational leaders from across DFID to enable them to tell their story and inspire others. We have developed our capacity to use creative and innovative media to communicate with colleagues across DFID and developed a range of v-blogs. We were recently asked to showcase this work at a Civil Service Best Practice workshop.

Championing and leadership

Richard Calvert, DG, Finance and Corporate Performance stood down as Diversity Champion this year. He has been replaced by David Kennedy, DG, Economic Development. His appointment reinforces the Department's commitment to diversity & inclusion.

James Saville won the Champion of Disability issues category at the 2014 Civil Service Diversity and Equality Awards. This is for an individual or team who has demonstrated disability confidence in making a real difference to improving the work experience and engagement levels of disabled employees. On the back of this leadership we have seen a 6% rise in the employee engagement scores of employees who identify as having a disability. This rise is one of the largest across DFID for any protected group. The number of people who have identified themselves as having a disability on our HR systems has doubled since the start of this work.

Staff networks

Staff network groups play a vital role in delivering workplace inclusion for all of our people. Our staff diversity networks have played instrumental roles in improving workplace inclusion this year through collaborating on policy development, improving our engagement with faith based organisations, informing our strategy on LGBT rights and improving our approach to managing reasonable adjustments.

Experience across many sectors demonstrates that the success of staff networks groups is dependent on the level of engagement of their networks. Therefore our approach has been to support and facilitate self-sufficient networks. We provide technical guidance and an enabling environment in which staff networks can thrive so long as they are of use to their members.

Building and running a diversity network takes time and effort as well as a fundamental belief in the organisation that it is valued. It is important that line managers support staff and enable them to participate fully. Our networks include:

- I. Christians in DFID Network
- II. Disability Forum Network
- III. Ethnic Minority Network

- IV. Lesbian, Gay, Bisexual and Trans Network
- V. Parents of Children with a Disability
- VI. Women in DFID Network

Talent, performance and development progress

Performance management

In 2013 we aligned with the Civil Service Employee Policy performance management system. We were also able to conduct more robust analysis than in previous years. Emerging from this we have identified issues in terms of

- I. Disability (colleagues with disabilities receive lower performance markings)
- II. Ethnicity (colleagues from BME backgrounds receive lower performance markings)
- III. Part time workers (people who work part time are less likely to receive a high performance management rating)

We have hardwired information on unconscious bias into our performance management guidance and strongly encouraged colleagues to undertake training on this, initially focussed on people managers. The uptake has risen to 682 as at July 2015 and all staff must complete the training by 31 March 2016. We are working on a communication plan to promote this with staff.

Mentoring

The new Civil Service Talent Action Plan requires all permanent secretaries and Director Generals to mentor a member of staff from SCS1 or below. The focus needs to be on underrepresented groups, supporting the creation of clear development plans so that potential can be realised. DFID meets this commitment and we are considering how we can target our efforts in the coming year more effectively.

Positive Action Pathway

We continue to work with other government departments on the pioneering Positive Action Pathway (PAP). The PAP is a targeted year-long development programme which aims to accelerate the development of underrepresented groups. We have used the programme to support black and minority ethnic colleagues as well as colleagues who identify as having a disability.

Diversity Internship Scheme

The Fast Stream Summer Diversity Internship Programme gives talented and diverse students real work experience with scope for real achievement, it challenges them to demonstrate their potential alongside permanent Civil Servants. The scheme offers first-hand experience of the importance and intellectual appeal of the work of the Civil Service. We were proud to host 4 summer diversity interns from minority ethnic backgrounds again this year.

Initiatives

Flexible working and job sharing

Flexible working is about meeting business as well as individual needs through attracting, retaining, diversifying and maximising talent. Proactive, effective management is essential to ensure that flexibility delivers for the business and all staff (e.g. ensuring cover across the working week).

Why do we care about flexible working? It is a critical part of our response to the Civil Service Reform Action Plan, to “provide a compelling offer to attract, develop and retain a vibrant, diverse and modern workforce”. The direction of UK law and policy is increasingly pro-flexibility (including significant legal extension of rights to request flexibility, June 2014). There is increasing demand and provision of flexibility across the UK workforce, as well as several reported benefits, including improvements to retention, motivation, employee engagement, recruitment and productivity. There is growing HR evidence e.g. through the People Survey that flexibility in DFID is delivering.

Unconscious Bias Training

At the date of writing, 682 employees have completed unconscious bias training making it easily the largest training event across the department. All staff must have undertaken this training by 31 March 2016 and we will continue to carefully monitor and review the impact this is having in areas such as performance management and resourcing.

227 employees successfully completed the Equality & diversity Essentials online course during the year.

Mental health

Mental health problems are common - but nearly nine out of ten people who experience them say they face stigma and discrimination as a result. This year mental health has been a strategic focus for our workplace inclusion programme. This work was instigated in 2013 with our signing both the 'Time to Change' and 'See Me Scotland' pledges to tackle stigma. Throughout the year we have sustained momentum on this agenda.

Our objectives for 2014-15

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- 1.DFID systematically considers equality and diversity across all programmes [CS]
 - 2.Staff feel confident about taking personal responsibility for action on equality, diversity and inclusion in their work [CS]
 - 3.All staff are valued and enabled to reach their full potential
 - 4.DFID has a representative workforce [CS]
 - 5.Equality and diversity is embedded within the organisation

The objectives with a 'CS' tag correspond closely to one of the themes in the Civil Service wide Diversity Strategy.

Context, caveats and approach

Diversity and inclusion monitoring information lets us identify how people experience their employment journey with DFID based on their protected characteristics as covered by the Equality Act 2010.

DFID migrated to a new HR computer system in 2013. While some legacy data is available, it is not currently possible to trace the employment journey of one individual through the course of their relationship with DFID. Longitudinal analysis is constructed on the basis of data which has been captured annually and stored. Over time, this report continues to build a rich picture for future analysis and a more sophisticated intelligence led approach to management, engagement and development based on the protected characteristics.

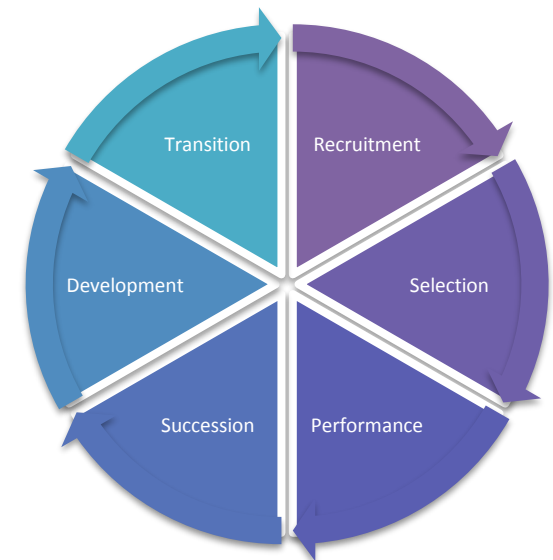
Disclosure of information on some of the protected characteristics is optional. There are low declaration rates for some groups which results in analysis being either impossible or for indicative purposes only. Where this is the case it is clearly stated.

DFID takes the protection of personal data seriously. As a result, and following from best practice guidance published by the Equality and Human Rights Commission (EHRC), we have amalgamated some information types to protect the confidentiality of our colleagues.

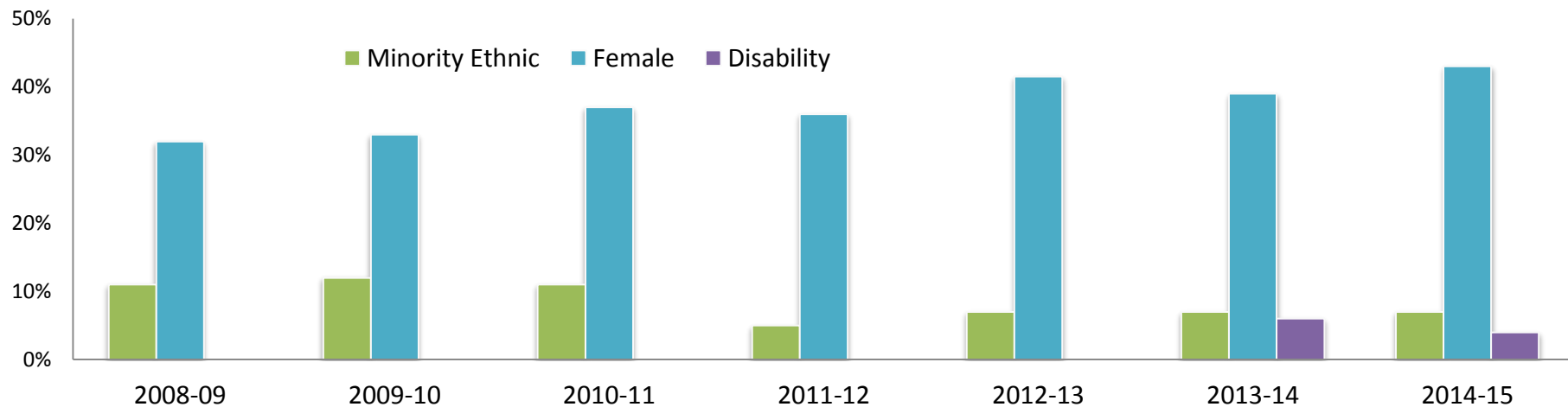
There are two main forms of employment relationship at DFID. Home Civil Servants (HCS) are appointed on UK terms and conditions of service and may be posted overseas, and Staff Appointed In Country (SAIC) who are appointed in their home country and work under local terms and conditions of service. This report focuses on HCS employees. Where a broader view is taken this is clearly stated.

For some of the protected characteristics, it is not possible to publish detailed analysis due to low numbers and low declaration rates.

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



SCS diversity



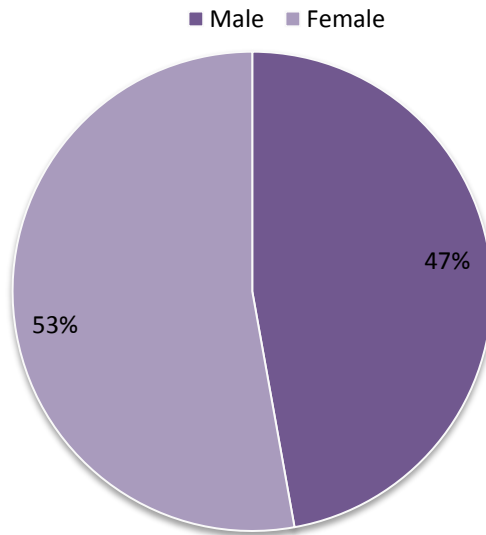
DFID continues to have a rate of minority ethnic representation at SCS of 7%. Our level of representation remains volatile given the relatively low number of staff in the SCS at DFID. The comparable civil service figure is currently 7.3%.

Female representation in DFID SCS has increased from 39% to 43% this year. This is considerably higher than the equivalent civil service figures of 37.7% in 2014. This civil service figure has remained static since 2009 whereas DFID's has realised a 10% increase in the same timeframe.

Analysis reveals that women are performing better in terms of performance management outputs with a higher frequency of box 1 ratings and are undertaking a higher level of learning & development, particularly in the 'management and leadership' category. This may indicate that the investment by female colleagues in undertaking learning & development is affecting performance ratings and career progression in a positive way.

4% of DFID SCS employees have declared they are disabled. The equivalent civil service figure is currently 5%

Representation at a glance

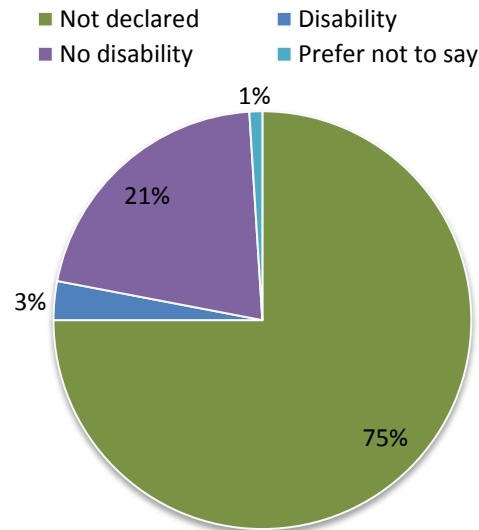


Gender

This figure remains static when compared to the 2013/14 report.

The gender split in DFID reflects the civil service figure where 53% of employees are female.

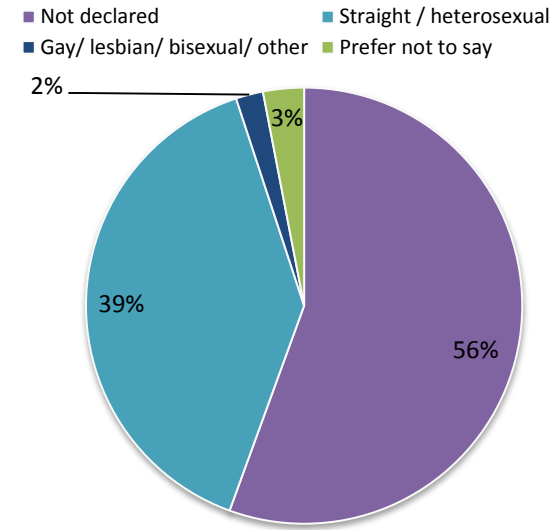
This % female representation regresses as the level of grade/seniority increases.



Disability

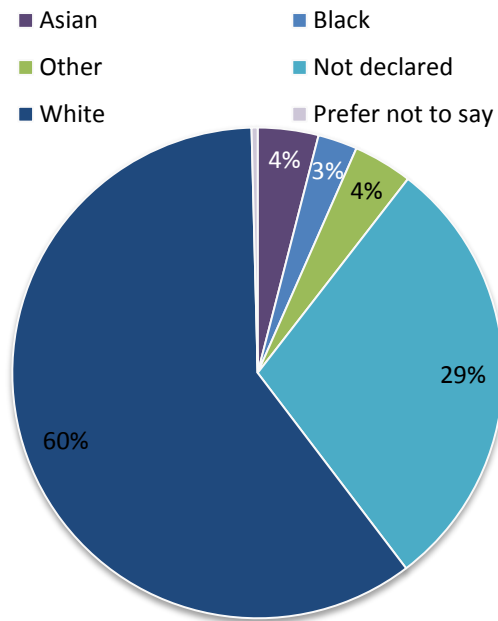
Of those who declared a disability in the wider Civil Service, 8.8% were disabled.

At 3% DFID representation is currently below the civil service figure. Despite an increase in the last year, the low declaration rates when compared to other declaration levels should be noted.



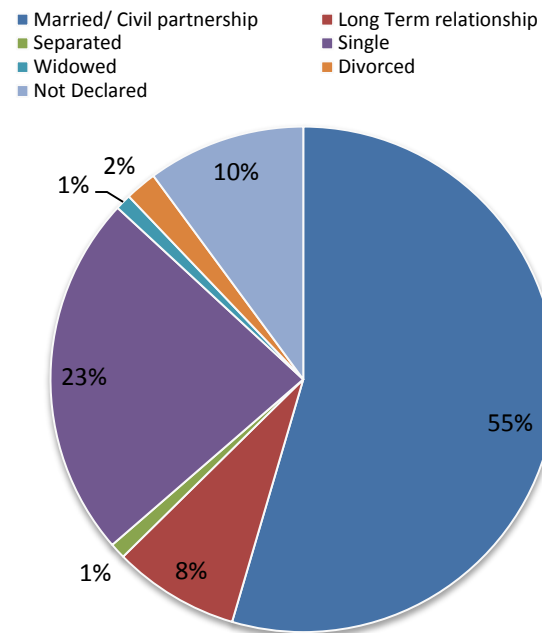
Sexual Orientation

The Integrated Household Survey (IHS) is the largest social survey ever produced by the ONS and contains information provided by nearly 450,000 people - the biggest pool of UK social data after the Census. In 2012 the IHS identified that 1.5% of people identify as being gay, lesbian or bisexual. If this data is used as a comparator it suggests that there are no issues in terms of a lack of LGBT representation in DFID.



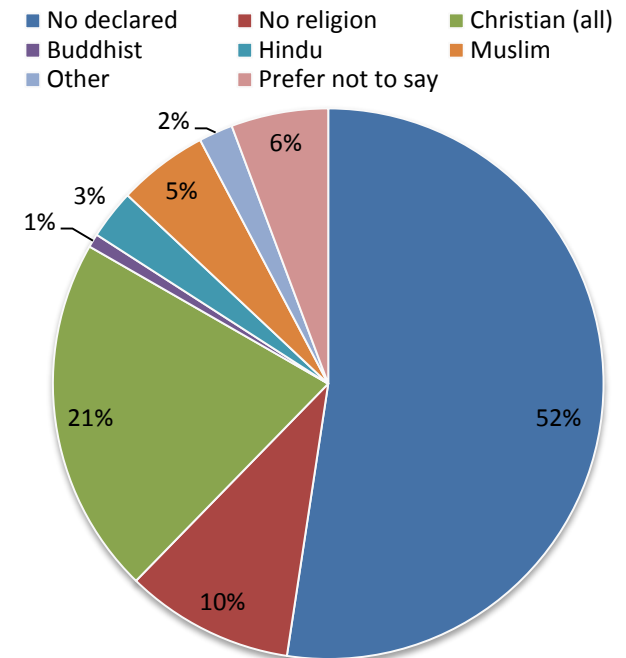
Ethnicity

The percentage of minority ethnic civil servants has increased from 9.6% in 2013 to 10.1% in 2014. The level of BME representation in DFID is significantly above this at 11%. Amalgamated census data from across the UK in 2011 tells us that the BME population of the UK currently represents 12.9% (ONS 2013 and GROS 2013).



Relationship status

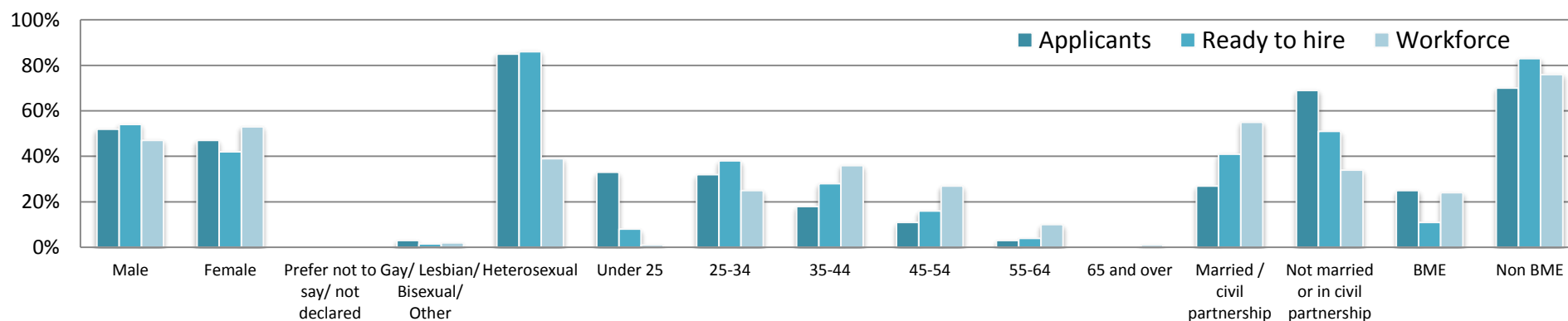
The mean age for marriage is increasing while the marriage rate decreases. In 2011 over 15.7 million adults (35% of those aged 16 and over) in England and Wales had never been married, a rise from 12.5 million (30%) in 2001. In contrast, there were 23 million (51%) 'not married' people, a rise from 19.4 million (47%) in 2001. Those 'not married' people were those who had never married or were divorced or widowed (ONS 2014). The data suggests that there is no issue in DFID in terms of marriage and civil partnership related discrimination.



Religion and belief

In the British Social Attitudes survey 46% of the population described themselves as being Christian. The declaration rate within DFID is 48%, of whom 21% identify as being Christian. Given the large number of religious groups it is not possible to undertake detailed analysis on the basis of religion without further driving up declaration rates.

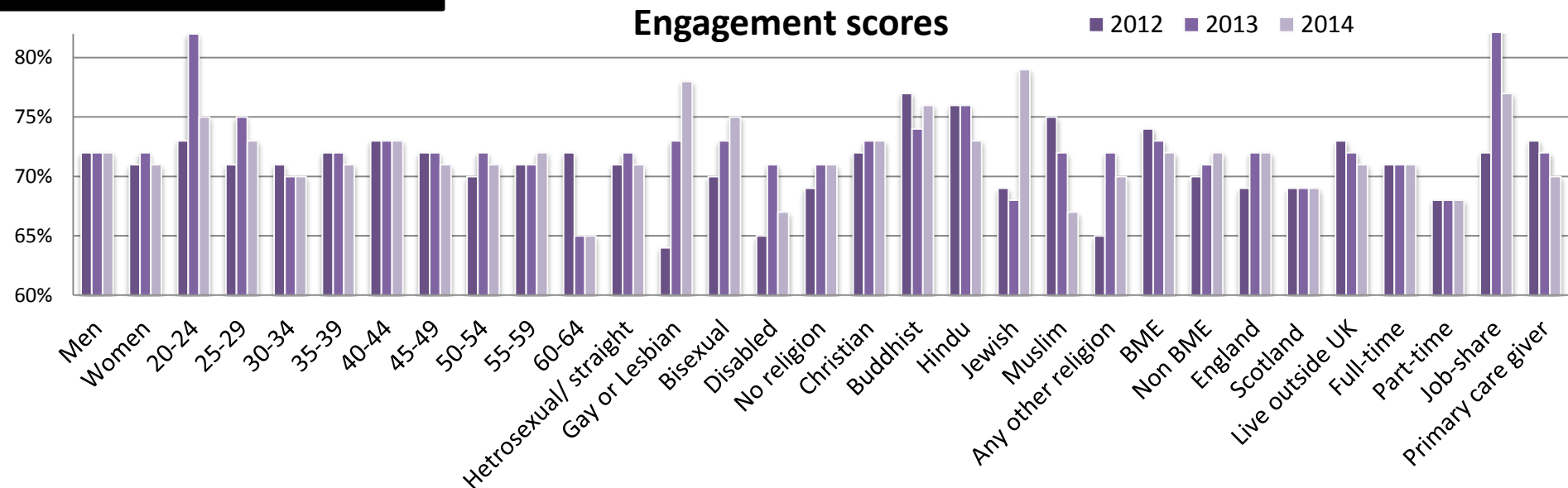
Starters



Data available on starters is supplied by Civil Service Resourcing (CSR). CSR is a centralised cross Civil Service function. This data does not include applications for the SCS, the DFID graduate scheme or the DFID Entry Scheme for Advisers.

1. Men were more successful in converting applications into job offers this year.
2. The data suggests that people who identify as being BME still do not progress through the application process as well as people who identify as being non BME.
3. The data suggests that there are no issues in relation to marriage or civil partnership discrimination in the recruitment process.
4. The statistics for applications in terms of disability are too low to report.

Engagement



DFID is positioned amongst the highest engagement scores of all government departments. DFID's lowest scores remain above the aspirational level across Whitehall. However, there are areas where disparity exists.

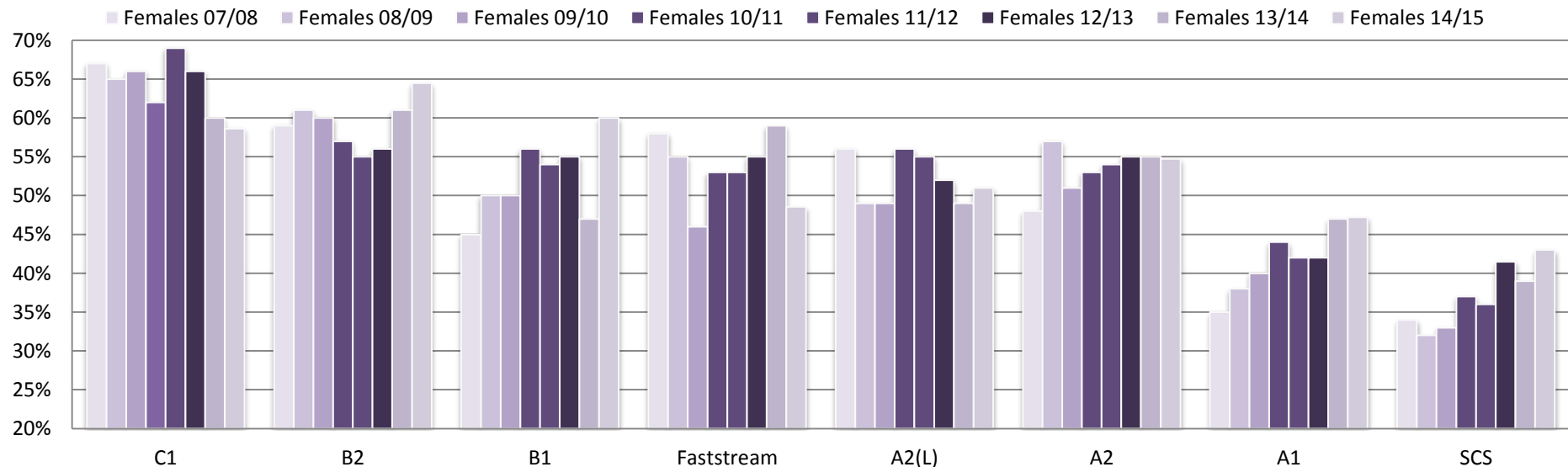
Whilst there are increases in engagement scores relating to our LGBT colleagues, scores have slipped back in respect of our younger (aged 20-24); disabled and BME employees. Scores have reduced for some religious groups, however declaration rates in these categories are low and this should be noted when interpreting these results.

A detailed analysis of the comments given as part of the people survey will be conducted and this will be used to action plan change and improvement.

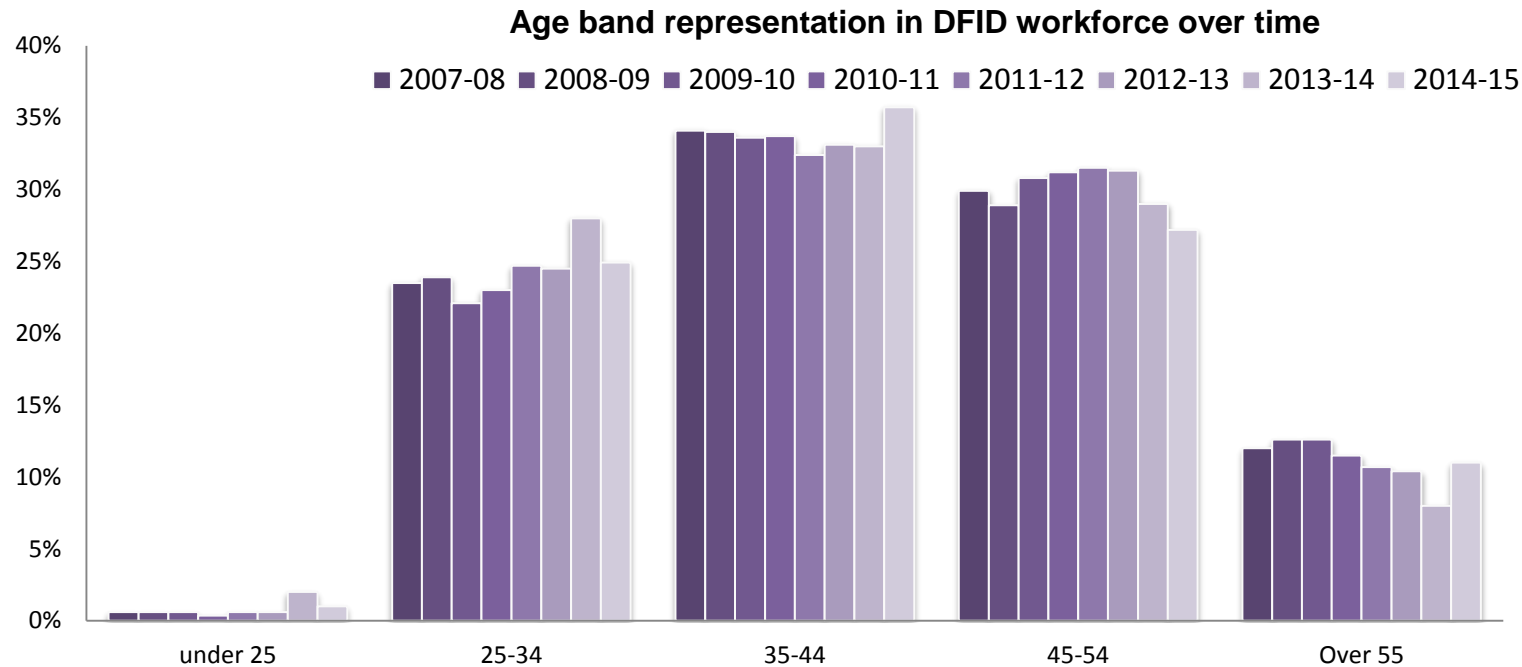
Succession

The DFID HCS workforce is 53% female. Female representation steadily increased across the senior grade with the exception of A2(L) which has increased this year for the first time since 2010/11. Representation has remained static at A1 grade however, there has been a significant increase at SCS grade. Looking at the data over time we can see that female representation continues to improve at senior levels. Furthermore, the increase in numbers at A2(L) grade should ensure a stock of candidates to progress into the more senior grades of A2, A1 and SCS.

Female representation year on year HCS



¹ There are a low number of employees at grade C2 and so percentages are liable to be distorted by small changes. As such this grade has been omitted from the graph above.

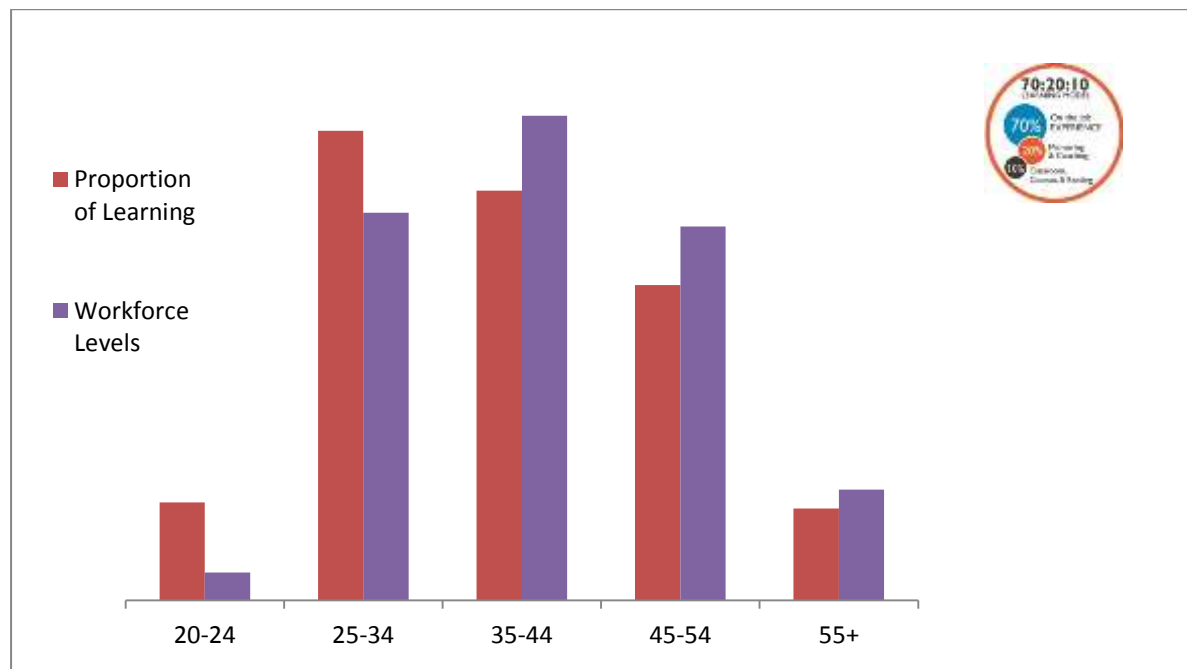


The number of staff over the age of 55 has been in steady decline. This trend started in 2010/11 at the time when government departmental staffing levels were reacting to the recession. The availability of the Civil Service Pension Scheme for draw down by older workers, and a range of other factors, have driven this phenomena. This trend has reversed for the first time.

The supply of employees in the 25-34 age bracket along with continued graduate recruitment should ensure our demographic remains evenly spread over the coming years, however, we will continue to monitor and review this position.

Development

The majority of formal* training delivered across the Civil Service is delivered through Civil Service Learning (CSL). CSL manage the provision of generic learning and development (L&D) across the Civil Service. Civil Servants use the CSL website to access e-learning, view on line resources and book onto face to face courses for all generic learning. The following data comes from CSL systems. In the financial year 2014/15, there were 5152 training courses completed through CSL by DFID staff. This is consistent with the previous year. Percentages may not add up to 100 due to rounding and some people have decided not to share their diversity information on CSL which also impacts on the reported levels.

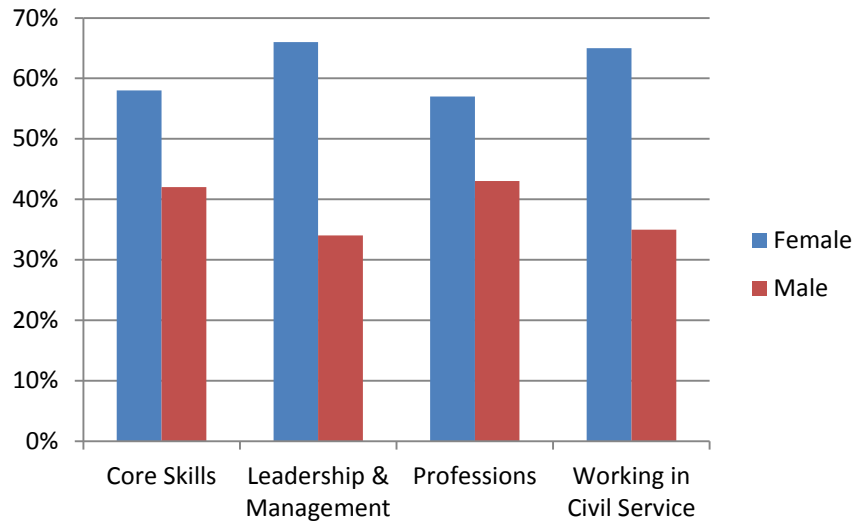


Workers aged 45 and over are less likely to have accessed training through CSL in the last financial year. This trend was noted last year and the gap has been reduced.

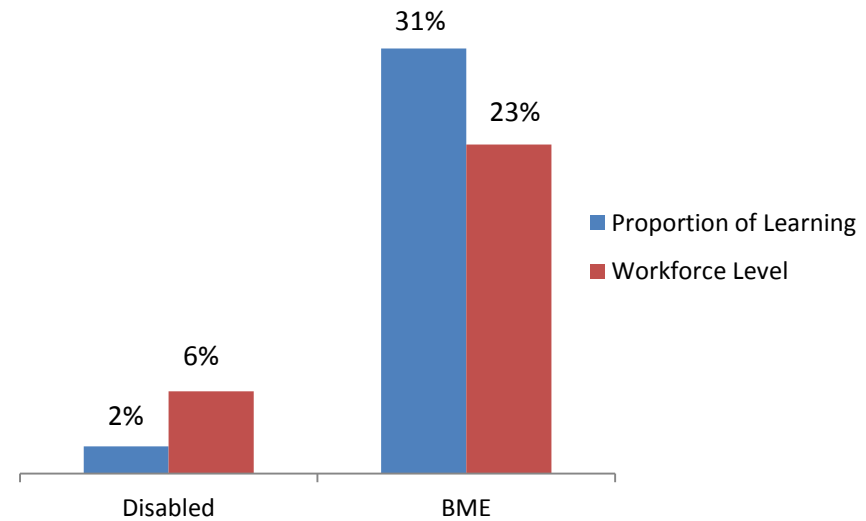
There is, however, a need for the development of a clear strategy on ageing in the workplace which cuts across many of the areas in this report.

*DFID recognises the 70/20/10 Learning and Development model which describes L&D as being derived as. Training reported on within this report falls within the 10%.

Development



The data available from CSL suggests that women are significantly more likely than men to take courses which are categorised as being about leadership and management. The general trend in DFID is for women to occupy an increasing number of senior roles.



Colleagues identifying as having a disability access eLearning in the same proportions as they are represented within the workforce. Colleagues who identify themselves as being BME undertake a disproportionate amount of eLearning through CSL. The data from CSL, however, does not enable differentiation between Home Civil Servants and Staff Appointed in Country and so this may account for high number of BME staff undertaking eLearning.

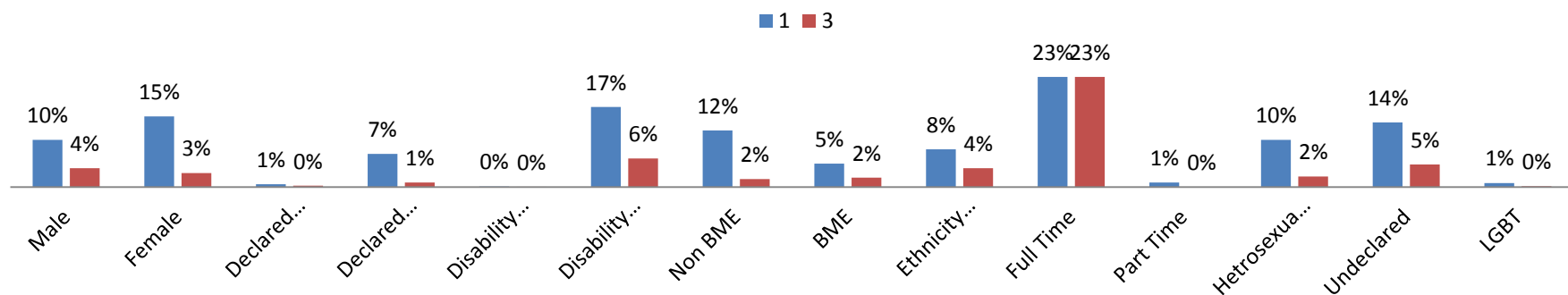
Performance

Effective performance and talent management (P&TM) is crucial to develop and get the best out of people, and deliver our goals. The performance management cycle is central to ensuring that DFID continues to be a high performance organisation. The performance and talent management cycle has three key phases:

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

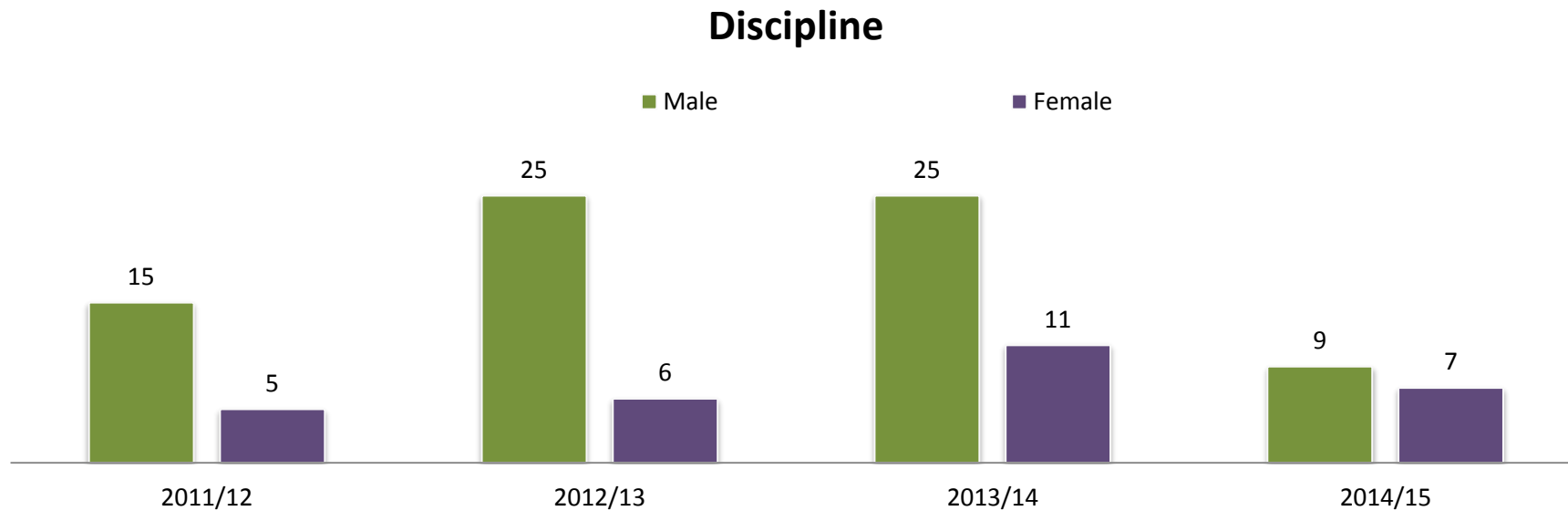
A rating is given at the end of the performance year with employees getting a rating between one and three (where one indicated that they have exceeded their objectives and a three indicating that they must improve).

Performance Marking Boxes 1 and 3 Characteristics Breakdown



- Women continue to realise higher performance ratings than men. This has been the case for the last 5 years.
- Women are more likely to receive a lower performance rating than men.
- People with disabilities are less likely to get both high and low performance ratings, those who declared themselves as being non-disabled had a significantly higher frequency of receiving a box 1 rating.
- Black and minority ethnic (BME) employees have the same frequency of receiving the lowest box marking as non-BME colleagues but are less likely to receive the highest box rating.

Discipline

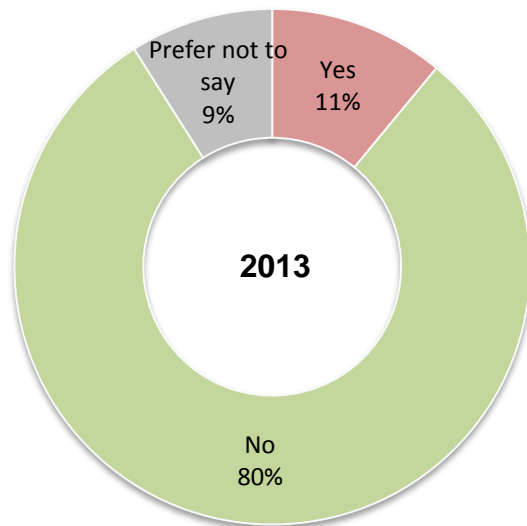


For the purposes of this report, we cannot provide information on protected characteristics data beyond gender, without risking the anonymity of colleagues. Overall use of the disciplinary procedure is at its lowest level since reporting began. Application of the procedure has been more even this year although the low levels of formal disciplinary action should be noted when interpreting these numbers.

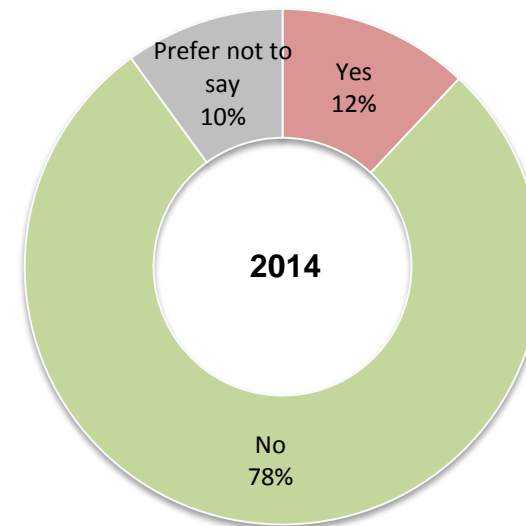
The number of grievances remains too low to report publicly. It is noted however, that women are more likely to instigate the grievance procedure than men.

Discrimination

During the past 12 months, have you personally experienced discrimination at work?



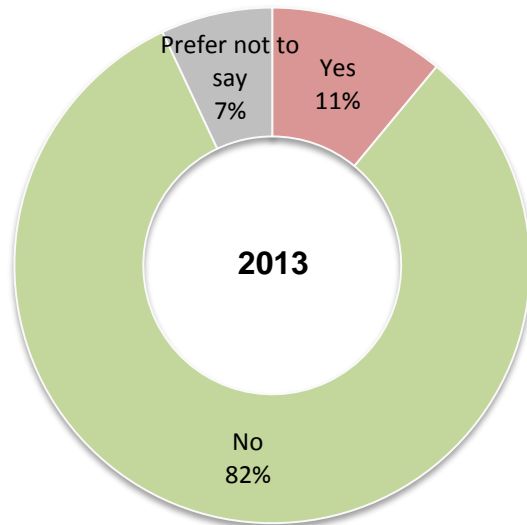
During the past 12 months, have you personally experienced discrimination at work?



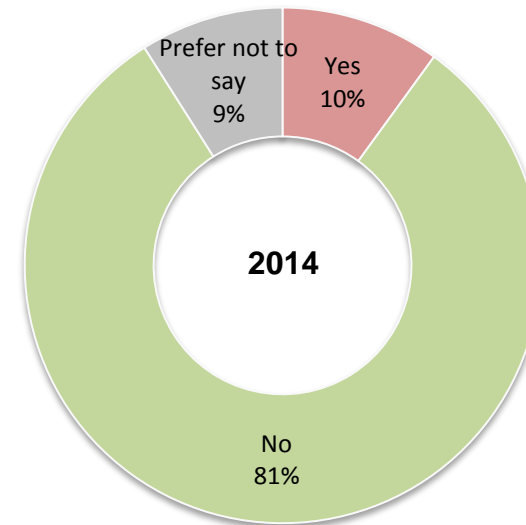
This data is drawn from the 2013 and 2014 people surveys which are conducted for DFID, and the Civil Service more widely by ORC International. The sample sizes are 2,510 and 2,343 (81%) respectively. The figures suggest that there has been an increase in the number of people who say that they have experienced discrimination and those who prefer not to say in the past 12 months.

Bullying and harassment

During the past 12 months, have you personally experienced bullying or harassment at work?



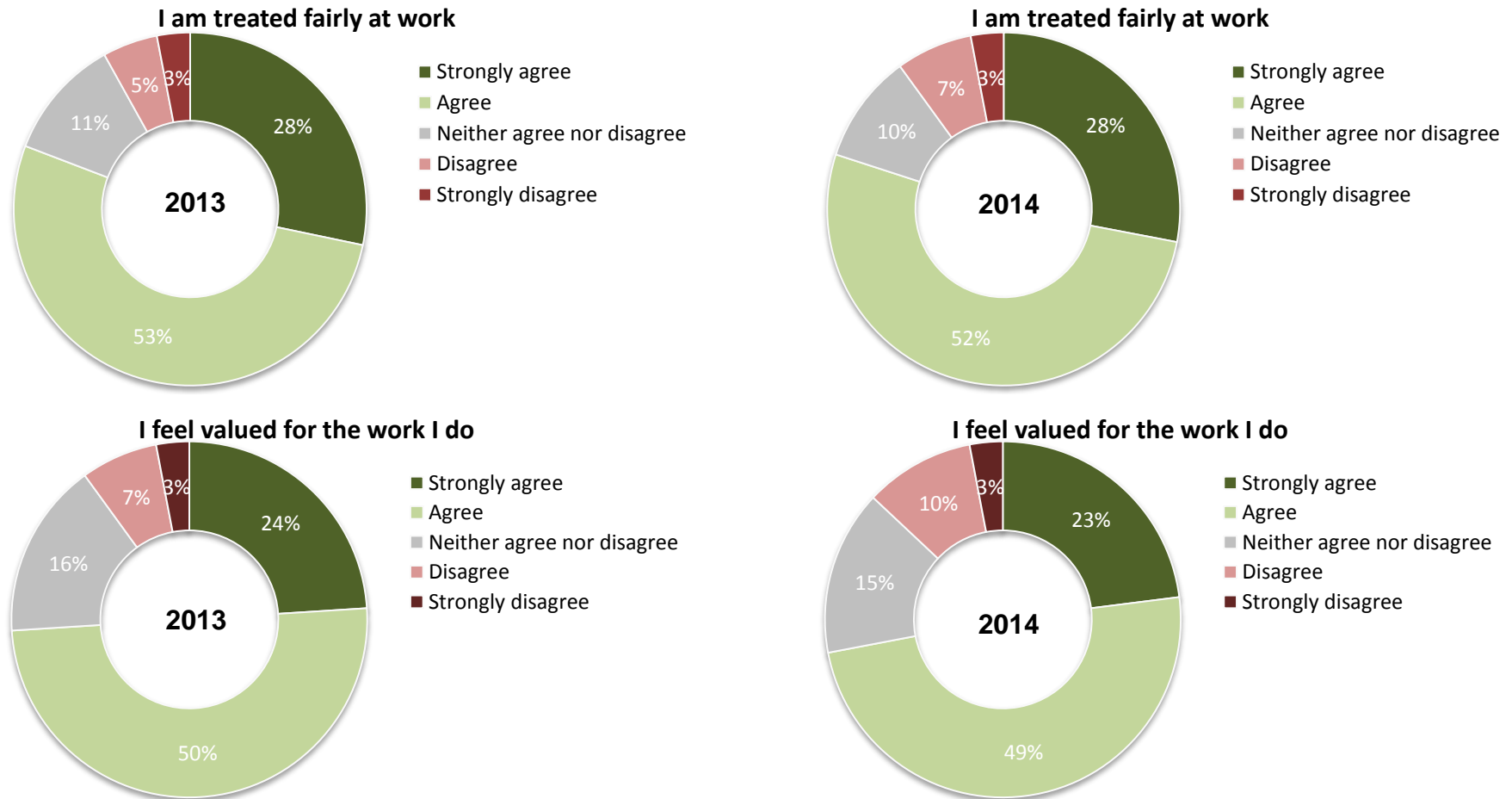
During the past 12 months, have you personally experienced bullying or harassment at work?



The data shows that there has been a slight decrease in the number of people who report having experienced bullying or harassment in the past 12 months. The numbers of 'Prefer not to say' have increased.

More detailed analysis will be conducted for each of our business units to determine this is a cross DFID issue, or if it has been driven by specific flash points.

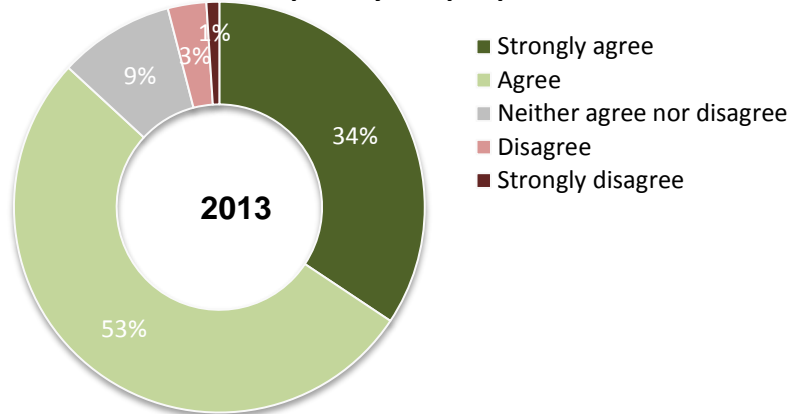
Felt fairness - one



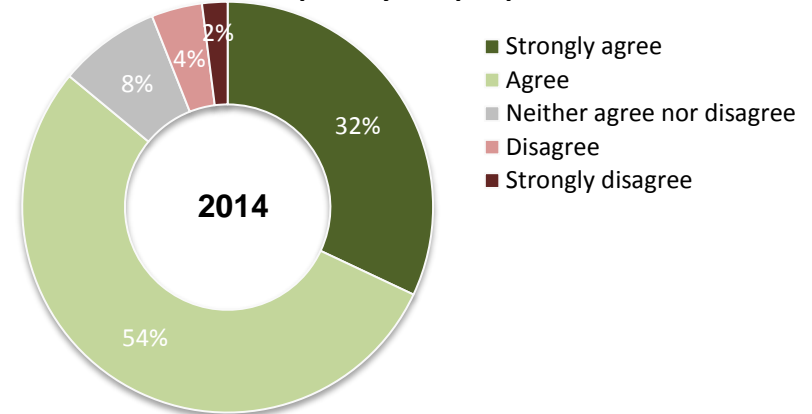
The number of people telling us that they feel fairly treated at work, through the people survey, has remained broadly static with the positive responses falling by just 1% in 2014. This will be closely monitored, to ensure that the trend is addressed if it should continue. The proportion of positive respondents to the question about feeling valued for the work people do, has also decreased marginally by 2% over the last year.

Felt fairness - two

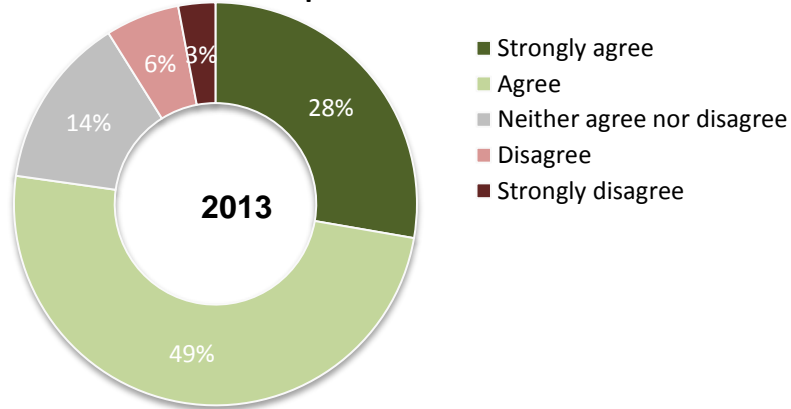
I am treated with respect by the people I work with



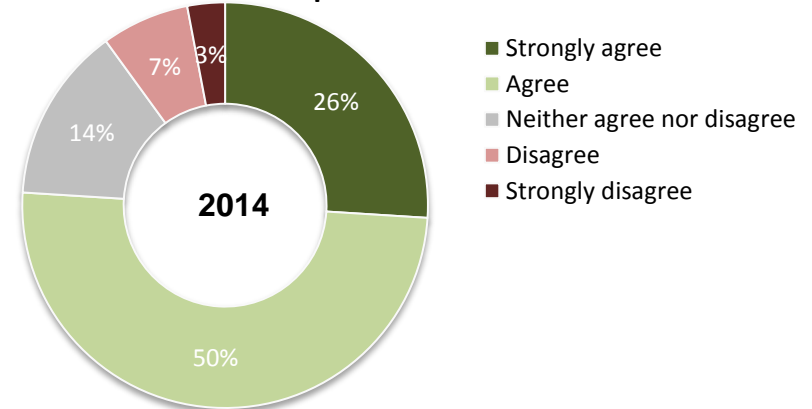
I am treated with respect by the people I work with



I think that DFID respects individual differences



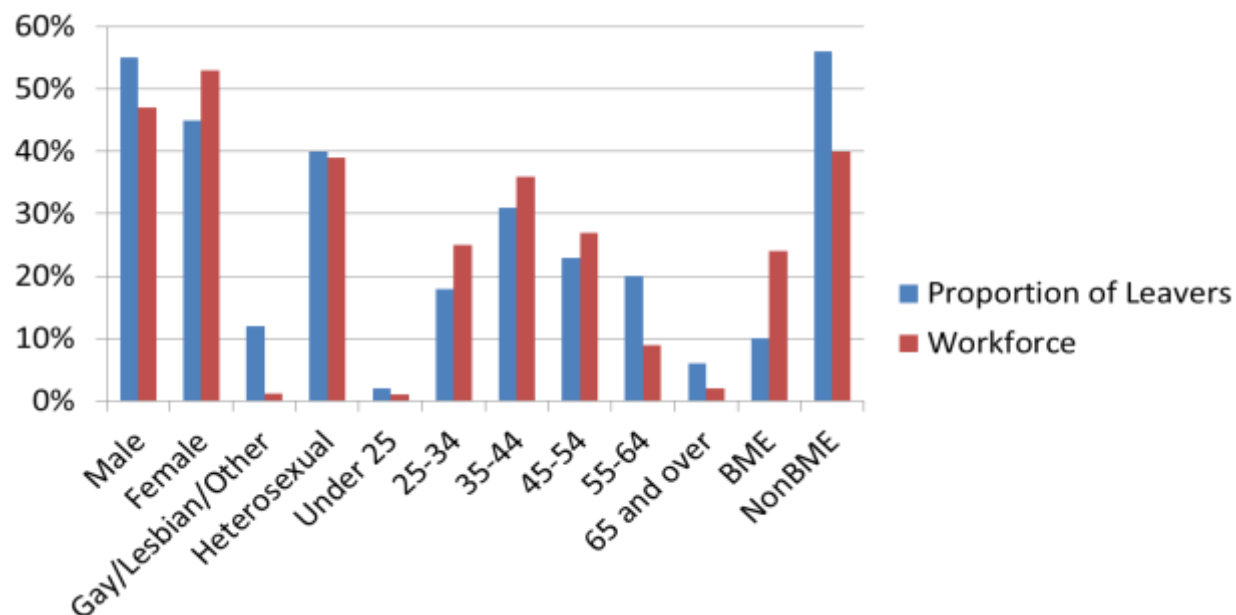
I think that DFID respects individual differences



The number of people telling us that they feel treated with respect by the people they work with, has remained broadly static over the last year.

The extent with which people agree with the statement about DFID respecting individual differences, has also remained static.

Leavers

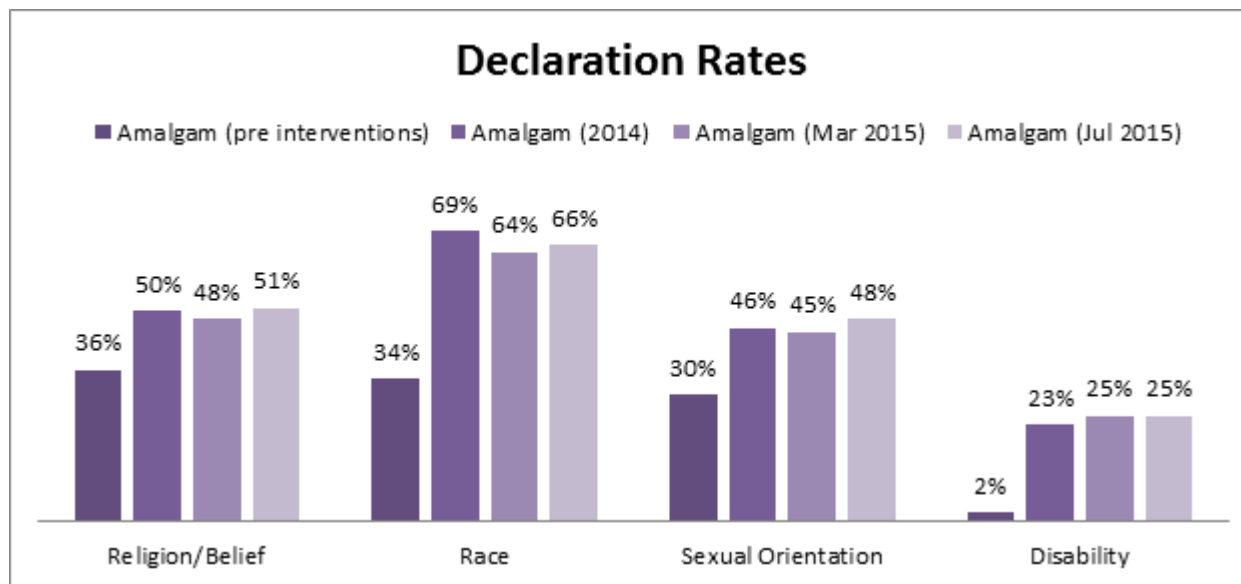


As with the majority of analysis throughout this document, our graduate scheme has been excluded due to the extent to which it distorts the statistics.

- Men were more likely to leave DFID than women in the last year
- Gay/Lesbian/Other are more likely to leave DFID than heterosexual colleagues

Declaration rates

Information on some of the protected characteristics is held on our management information system (HR Passport) as a matter of course. This includes data on things like age and gender. We need this information for other reasons such as pensions. Information on some of the other protected characteristics are given to us voluntarily by colleagues to help us to monitor the efficacy and fairness of our work. Rates have slipped slightly this year across most characteristics with the exception of disability. In early July 2015, we commenced a campaign to drive up declaration rates. Rates have increased in response to the campaign and this momentum will be continued throughout the year



Summary of corporate actions 2015-16

Number	Action
1	Apprentice Scheme – onboarding of first apprentices in September 2015, aimed at bringing increased diversity to our staff profile and being more reflective on our impact on society.
2	Mentoring with EMC & Non-Exec Directors (NEDs) – increased involvement of NEDs in mentoring high potential and band A staff from underrepresented groups
3	Review EYR Talent Assessment – review and share lessons learned from 2015 EYR.
4	SCS Unconscious bias training – all SCS to undertake by April 2016
5	Unconscious bias e-learning – all staff to complete by 31 March 2016
6	Targeted D&I Communications – including case studies aimed at driving up awareness
7	Ongoing visibility of D&I – EMC and Talent Board to have standing D&I Agenda item
8	Embed D&I in all People Policy Reviews – all key people policies will be reviewed with a D&I lens
9	Positive Action Pathways – improve participation in the CS Talent schemes for underrepresented groups
10	Flexible Working – review of role/job design across SCS