Equality Monitoring 2016/17

Equality Monitoring 2016/17:
DfT Group Summary

Version 1.0

In House Analytical Consultancy

GOVERNMENT OPERATIONAL RESEARCH SERVICE

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Contents

Foreword

The Department for Transport (DfT) is pleased to publish this annual summary of the equality monitoring reports for DfT Group - that is DfT centre and its four Executive Agencies, the Driver and Vehicle Licencing Agency (DVLA), the Driving and Vehicle Standards Agency (DVSA), The Maritime and Coastguard Agency (MCA) and the Vehicle Certification Agency (VCA).

The data here gives us insight into the diversity profile of our staff across DfT Group, helps us to identify key issues and trends and underpins our DfT Diversity and Inclusion Strategy – Different People. One Team. Our strategy explains how we use the data in our equality monitoring reports and from other sources such as staff surveys, to develop interventions that will make a difference to how included our people feel at work. Our strategy is based on five goals which include increasing the representation of underrepresented groups in all professions and grades including the senior civil service and attracting and nurturing diverse talent. It sets our aspiration to one of the most inclusive departments in the Civil Service. It is published on GOV.UK.

If you have any questions or comments on the contents of this report or on the DfT D&I Strategy you can contact the DfT Group Diversity and Inclusion Team at DfTD&IStrategy@dft.gsi.gov.uk

Management summary

Introduction

This report summarises the results of the diversity analyses of the Department for Transport (DfT) and its Executive Agencies for 2016/17.

The objectives of the analysis were 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.

Individual reports and annexes cover the analysis of the staff data from individual agencies. This report summarises these and presents a cross-DfT view on staff diversity and equality monitoring.

The technical annexes which accompany this report set out the approach taken to statistical analysis.

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.

DfT consists of the central department, DfT(c), and four executive agencies:

- The Driver and Vehicle Licensing Agency (DVLA);

- The Driver and Vehicle Standards Agency (DVSA);

- The Maritime and Coastguard Agency (MCA; and,

- The Vehicle Certification Agency (VCA).

At the end of March 2017, there were a total of 14,078 staff in the central department and its Executive Agencies. The number of staff in each individual agency are shown in Figure 1.

	Number of staff
DVLA	5,962
DVSA	4,566
DfT(c)	2,329
MCA	1,073
VCA	148

Figure 1 Number of staff in each individual agency

DfT as a whole saw a 3% increase in staff numbers over the year. DfT(c), DVSA and MCA had increases in staff numbers; VCA and DVLA had net decreases in staff numbers.

Diversity statistics

Error! Reference source not found. gives key diversity statistics for DfT. A summary of significant findings follows. Data tables to accompany this report are provided separately.

	% all staff making specific declaration against characteristic[1]	…of whom % declaring particular characteristic shown in brackets [2]
Age (40 years and older)	100%	62%
Gender (Female)	100%	45%
Working pattern (Part-time)	100%	21%
Race (BAME)	65%	7%
Disability status (Disabled)	71%	12%
Religion or belief (Declared a religion or belief)	39%	62%
Sexual Orientation (Lesbian, gay man, bisexual or other)	46%	4%

Figure 2 Summary table of declaration rates and diversity characteristics for DfT staff

Gender

The proportion of female staff across DfT has changed little over the past 10 years. The exception to this is increasing proportions of female staff in DVLA operational roles, DfT(c) and in the SCS across the whole group.

Generally females were underrepresented compared to local working age populations.

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 or administrative roles. There was also some evidence that lower grades had more females in them than higher grades.

Race

The proportion of BAME staff varied across DfT: DfT(c) had the highest proportion (21%) and DVLA had the lowest proportion (1.5%). This partially reflects differences in the geographical locations of the agencies and the proportions of BAME people in the local working-age populations.

There was a lower percentage of BAME staff in DVLA than in the local working-age population.

In all other DfT locations, the percentage of BAME staff was not significantly different to that in the local population, or there were insufficient numbers of staff who had declared their race at a location to carry out statistical tests.

This year saw a halting of the decline in declaration rates for race across DfT for the first time in 6 years. In particular, DfT(c) and MCA delivered increases in race declaration rates following a diversity declaration drive. But the proportion of staff for whom race is known is still low across the whole group (35%), and low declaration rates restrict

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[1] 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.

[2] 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".

the statistical analysis that can be carried out.

Disability status

DVLA had the highest proportion of disabled staff (16%) and VCA had the lowest (6%). However, as with race, a large proportion of staff had unknown or undeclared disability status (29%), and the declaration rate has been declining for a number of years.

There has been an increasing trend in the proportion of disabled staff in DfT from 9% in 2007/08 to 12% in 2016/17.

There were fewer disabled staff, or more non-disabled staff, compared to the local working-age population in a number of locations for each of the agencies.

Age

62% of DfT staff were aged 40 or over (compared with 50% of the national working-age population) and 4% were aged under 25.

DVSA had an older age profile than the other agencies, with a peak in staff aged 50-59, and 80% of staff aged 40 or over. By contrast, in DVLA, 52% of staff were aged 40 or over.

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.

With the exception of DfT(c), the age of staff tended to increase as grade increased.

Working pattern

21% of staff worked part time – the same proportion as the previous year. The proportion of part-time staff varied across agencies, ranging from 10% in DfT(c) to 32% in DVLA. The proportions of part-time staff have increased in every agency since 2007/08.

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 2016/17 DfT consisted of the following organisations:

- Driver and Vehicle Standards Agency (DVSA)[3];
- 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 2016-17.

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 equality monitoring reports (EMRs) sit alongside the Department for Transport's "Diversity and Inclusion strategy 2017-2021 – Different People. One Team". The D&I strategy is published on GOV.UK. The strategy explains how we use the data in our EMRs and from other sources such as staff surveys, to develop interventions that will make a difference to how included our people feel at work. The strategy is based on five goals which include increasing the representation of underrepresented groups in all professions and grades including the senior civil service and attracting and nurturing diverse talent. It sets our aspiration to one of the most inclusive departments in the Civil Service.

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[3] 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.

Analysis and reporting

This analysis has considered the following areas of diversity:

- Gender
- Race
- Disability
- Age
- Working pattern
- Sexual orientation
- Religion or belief

And for the following datasets:

- Staff in post
- Recruitment
- Leavers
- Performance management reports
- Talent management schemes
- 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 2017, and recruitment and leavers between 1st April 2016 and 31st March 2017.

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[4] 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. All employees are encouraged to complete an equality monitoring form which records their race, religion or belief, sexual orientation and disability status, but this information is provided on a voluntary basis. 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.

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[4] 164 staff were on maternity leave on 31st March 2017.

Data groupings

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

The staff in each type of role have their 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.

Declaration rates

All employees are encouraged to complete an equality monitoring form which records their race, religion or belief, sexual orientation and disability status. 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 has set its own target to exceed 70% of known characteristics for all diversity strands.

For some characteristics, staff members may actively declare that they "prefer not to say". In general in this report, these staff have been classified as having an unknown status. A number of agencies and DfT(c) carried out a diversity declaration drive in February and March 2017, and this has helped to increase declaration rates.

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

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, there is a risk of bias in the results.

Figure 3 shows declaration rates both with and without "prefer not to say". Declaration rates for each agency are given in Annex C.

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

Figure 3 Declaration rates for all DfT staff

A systematic bias was present in the protected characteristics data for many agencies as new staff (staff who joined after 31st March 2016) had a much higher proportion of unknowns in each of the protected characteristics than existing staff. New staff tended to be younger than existing staff which may have introduced a bias into the results. This is being tackled through diversity declaration drives.

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 development 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 available. We are working with data providers to improve the data for the reporting year 2017/18.

Data recommendations

Given the importance of high declaration rates, the primary recommendation is to improve declaration rates and to ensure that the proportion of staff with known protected diversity characteristics is as high as possible. This should include regular diversity declaration drives, and if possible, the automatic transfer of diversity data captured during the recruitment process to staff records for new staff.

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

Figure 4 gives key diversity statistics for DfT. The accompanying annex tables give more detailed statistics for each of the protected characteristics in each agency.

	% all staff making specific declaration against characteristic[5]	…of whom % declaring particular characteristic shown in brackets [6]
Age (40 years and older)	100%	62%
Gender (Female)	100%	45%
Working pattern (Part-time)	100%	21%
Race (BAME)	65%	7%
Disability status (Disabled)	71%	12%
Religion or belief (Declared a religion or belief)	39%	62%
Sexual Orientation (Lesbian, gay man, bisexual or other)	46%	4%

Figure 4 Summary table of declaration rates and diversity characteristics for DfT staff

[5]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.

[6] 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".

Overall staff numbers

Figure 5 shows the number of DfT staff by agency on 31st March 2016; in total there were 14078 staff in post across the DfT group on 31st March 2017.
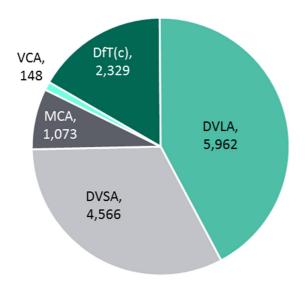

Figure 5 Number of DfT staff by agency

Staff are distributed across Great Britain as shown in Figure 8. Note that in addition, there were 38 staff based in Northern Ireland, and 8 staff in posts based overseas.

Since March 2016, the total number of staff in DfT has increased from 13,661 to 14,078 – a rise of 417 (3%). DfT(c), DVSA and MCA saw increases in staff numbers; for MCA this was in part due to 55 new staff from a number of national campaigns for coastguards (AO and EO level). VCA and DVLA had net decreases in staff numbers, as shown in Figure 7.
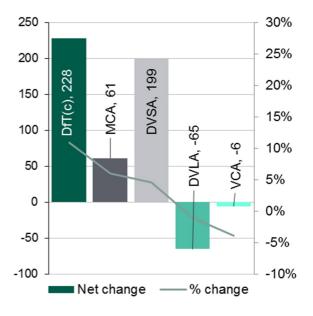

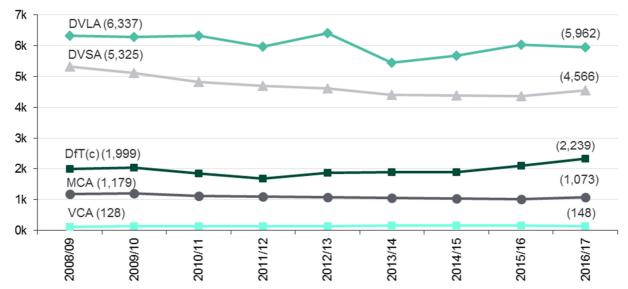**Figure 7** Net change in staff numbers by agency, from March 2016 to March 2017

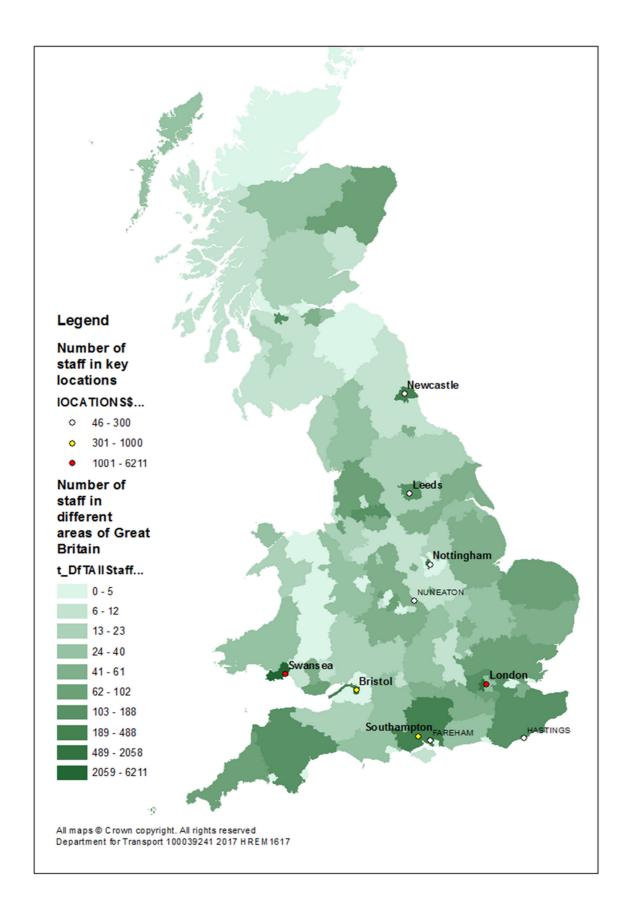
Figure 6 Number of staff in each agency, by year

Figure 8 Distribution of DfT staff across Great Britain

Maternity leavers and returners

There were 164 staff on paid or unpaid maternity leave at the end of March 2017. 204 staff returned from maternity leave during the year. Staff in post figures in this analysis include staff on maternity leave at 31st March 2017.

Gender

Key findings and year on year changes

In DfT as a whole, 45% of staff were female – the same percentage as the previous year. Within each agency except DVLA, there were fewer females than males – the proportion of female staff ranged between 26% and 40%. In DVLA, 61% of staff were female. DVLA accounted for over half of all DfT's female staff.
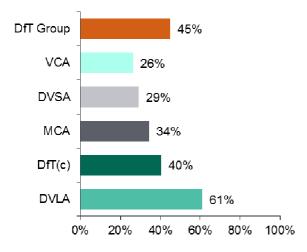
Figure 9 Proportion of female staff in each agency, and DfT as a whole (2016/17)

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

- DVLA: decreasing trend for non-operational staff (from 63% to 61%);

- DfT(c): increasing trend in proportion of female staff (from 37% to 40%); and,

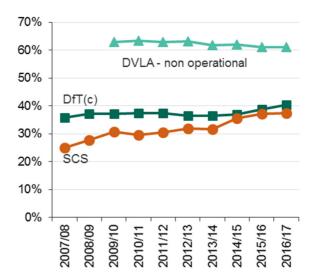- SCS: an increasing trend in the proportion of female staff (from 31% to 37%)

Figure 10 The proportion of female staff has increased significantly since 2009/10 for DfT(c) and the SCS, but decreased for DVLA non-operational staff

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 operational job roles at DVLA and at the DVSA offices in Newcastle.

The gender split of staff largely reflected the local working-age population at:

- DVSA's head offices (except Newcastle);
- 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 or administrative roles.
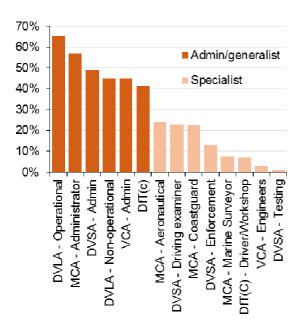
Figure 11 Percentage of female staff by job role (2016/17)

Much of the equality monitoring analysis considered job roles separately, because the characteristics of the staff within each role tended to be different.

In all parts of the DfT family female staff were more likely to be in the lower grades, even after taking into account the different job roles.
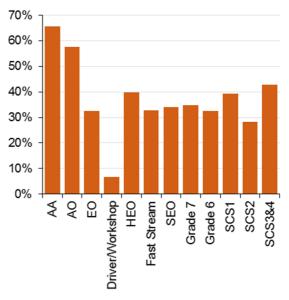
Figure 12 Percentage of female staff in each grade across DfT (2016/17)

Across DfT, females were more likely than males to work part time, and, in 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, 7% declared that they were from a black, Asian or minority ethnic (BAME) group (2% black, 4% Asian, 1% mixed race). This was an increase from 5% the previous year.

The proportion of BAME staff (of those who had declared) varied across DfT: DfT(c) had the highest proportion (21%) and DVLA had the lowest proportion (1.5%). 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.
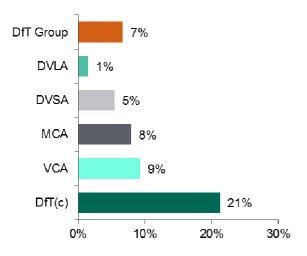
Figure 13 Percentage of BAME staff (where race was declared), by agency (2016/17)

A large proportion of staff (35%) were of unknown or undeclared race – a similar rate across all DfT as in the previous year. With the exception of VCA, where only 5% of staff did not make a specific race declaration, the other agencies had between 30% and 36% of staff of unknown race.

There was a particularly high proportion of staff with unknown/undeclared race in DfT(c). There was also a long-term trend (since 2007/08) of decreasing race declaration rates in DfT as a whole. Diversity declaration drives have halted this decreasing trend this year, and in DfT(c) and MCA race declaration rates have improved, but further work is needed to improve declaration rates for race.

There was a significant trend (at a lower 95% level of significance) in the proportion of BAME staff in DfT as a whole since 2007/08 – the proportion of BAME staff has moved from 5% in 2007/08 to 7% in 2016/17.
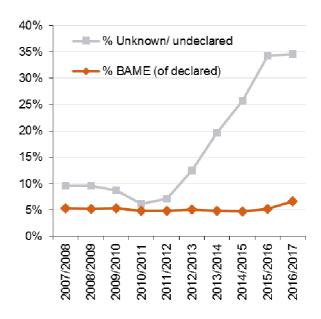

Figure 14 Percentage of BAME staff year on year from 2007/08 to 2016/17 for all DfT, along with percentage of staff with undeclared race

Several individual agencies had significant changes over time:

- DVLA operational staff: proportion of BAME has been decreasing (3% to 1%) ;

- DfT(c): proportion of BAME has been increasing (15% to 21%);

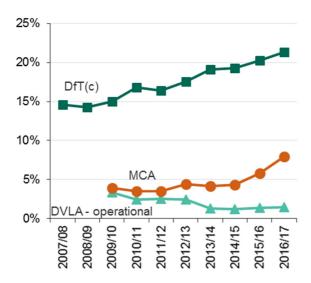- MCA: proportion of BAME has been increasing (4% to 8%).

Figure 15 The proportion of BAME staff has increased significantly since 2007/08 for DfT(c) and MCA, but decreased for DVLA operational staff

DfT compared with local working-age populations

There were disproportionately fewer BAME staff in DVLA than in the local working-age population. Due to the low race declaration rates and the small number of staff declaring themselves BAME, statistical analysis was not possible at some individual locations. 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.

In DfT(c) staff in higher grades were more likely to be white while staff in lower grades were more likely to be BAME.

Within MCA Marine Surveyors at lower grades were more likely to be BAME than Marine Surveyors at higher grades.

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 the same proportion as the previous year.

This proportion varied across agencies – DVLA had the highest proportion of disabled staff (16%) and VCA had the lowest (6%).
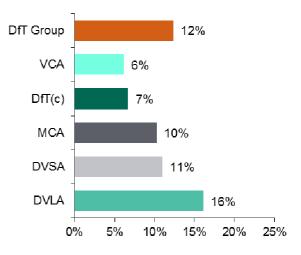

Figure 16 Percentage of disabled staff (where disability status is known) by agency (2016/17)

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

There has been a significantly increasing trend in the proportion of disabled staff in DfT from 9% in 2007/08 to 12% in 2016/17.

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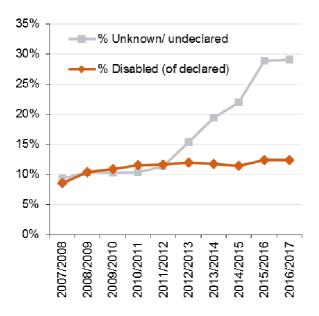
DfT as a whole and in all agencies, except VCA.

Figure 17 Percentage of disabled staff within DfT (where known), alongside percentage of staff with unknown disability status (2007/08 to 2016/17)

There were also significant trends in some agencies:

- DVSA: the proportion of disabled staff has been increasing; and,

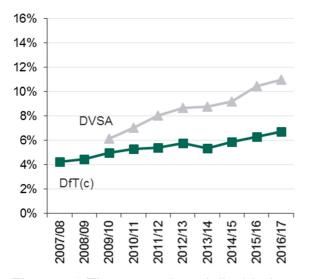- DfT(c): the proportion of disabled staff has been increasing.

Figure 18 The proportion of disabled staff has increased significantly from 2007/08 to 2016/17 for DfT(c) and DVSA

DfT compared with local working-age populations

All agencies 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), MCA 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

62% of DfT staff were aged 40 or over (compared with 50% of the national working-age population) and 4% were aged under 25. There were two peaks in the age profile: one at 50-54 and a smaller one at 35-39.
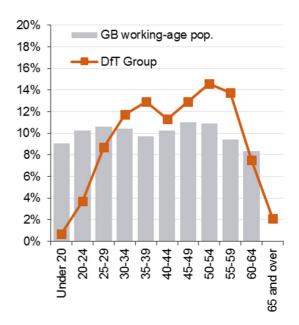

Figure 19 Age profile of DfT staff, and age profile of national working-age population

Each of the agencies had a different age profile, but there were some

commonalities: all agencies except DVSA had the majority of their staff aged 30-54, with DVLA having 48% of staff aged under 40. DVSA had a much older age profile than the other agencies, with a peak in staff aged 50-59, and 80% of staff aged 40 or over. This is shown in Figure 21
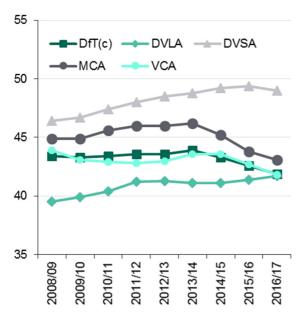

Figure 20 Average age for staff in each agency, 2008/09 to 2016/17

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 all agencies except DfT(c), the grades AA-EO had younger staff than other grades. In DfT(c), this grade group tended to have older staff than other grade groups.

In all agencies except DfT(c), staff in Grades 7 and 6 tended to be older staff than staff in other grades. The SCS tended to be older than staff in other grades.

Sexual orientation

Overall, 46% of staff had declared a specific sexual orientation – showing an improvement in declaration rates since last year (36%). The proportion of staff with known sexual orientation varied from 37% in DVLA to 88% in VCA.
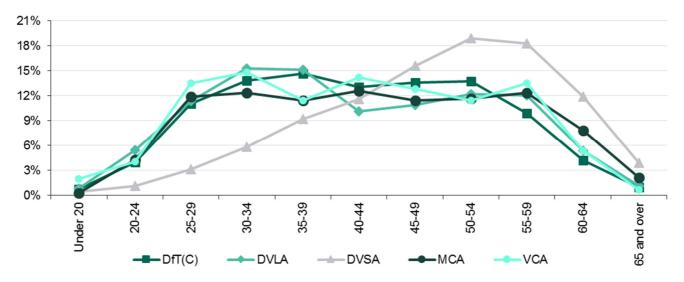

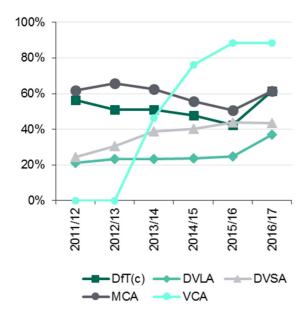**Figure 21** Proportion of staff in each age group, by agency (2016/17)

Figure 22 Percentage of staff with known sexual orientation status by agency, from 2011/12 to 2016/17

Of those who had declared, 4% had indicated that they were lesbian, gay, bisexual or other (LGBO). This has changed only slightly since 2009/10 (the first year data on sexual orientation was collected), when 3% of staff declared themselves to be LGBO.

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

Religion or belief

Declaration rates for religion or belief varied across DfT, between 86% in VCA and 29% in DVLA. Overall, 39% of staff had declared their religion or belief.

Of those who had declared, 62% indicated that they had a religion or belief (last year 69% declared a religion or belief, 76% the year before).

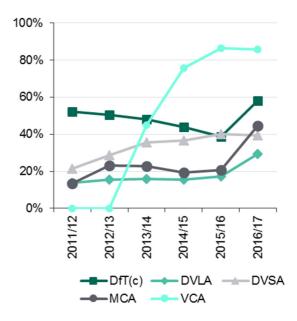In general, there was not enough data on religion or belief to undertake analysis.

Figure 23 Percentage of staff with known religion or belief by agency, from 2011/12 to 2016/17

Working Pattern

21% of staff worked part time – the same proportion as the previous year. The proportion of part-time staff varied across agencies, ranging from 10% in DfT(c) to 32% in DVLA. The proportions of part-time staff have increased in every agency since 2007/08, as shown in Figure 24.

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

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

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, MCA and DVSA.

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.
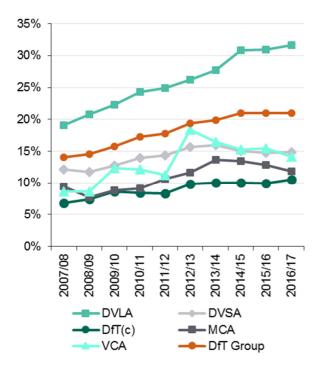

Figure 24 Percentage of staff who work part time, by agency (2007/08 to 2016/17)

Recruitment

Across DfT, 32,795 applications were received for posts up to Grade 6 during 2016/17, and 1,569 applicants were offered a post (5% of applicants).

44% of the applications were for posts in DVSA, 25% for posts in DfT(c) and 23% were for posts in DVLA. The proportion of applicants who were offered a post varied from 3% in DVSA to 7% in MCA and VCA.
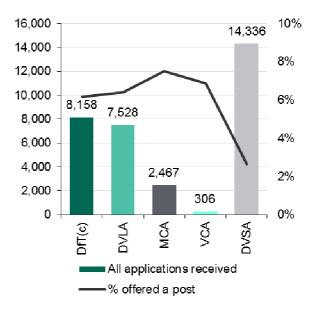

Figure 25 Total number of applications received, and recruitment application outcomes by agency (2016/17)

Applicants compared with local working-age populations

In all of the agencies, there was at least one location that had a higher percentage of male applicants when compared with the local working-age populations. In contrast, a higher percentage of applicants for DVLA operational posts in Swansea were female when compared to the local working-age population.

All agencies had at least one location which had a higher percentage of BAME applicants than expected, compared with the local working-age population. In contrast, for DVLA, MCA and DfT(c), the proportion of white applicants for posts at AO, HEO and Grade 6 was higher than expected given the local working-age population.

All agencies except DfT(c) 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 in Southampton was comparable

to 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.

More details are provided in the individual agency reports.

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 to posts in DfT(c) were less successful at all stages of the recruitment process than white applicants or those who did not declare their race.

- BAME applicants to operational posts in DVLA were less successful at sift; white applicants

to posts in VCA were more successful at sift.

- White applicants to post in DVSA were more successful at interview than BAME applicants, or applicants who did not declare their race.

The gender of applicants was also associated with success:

- Female applicants to posts in DfT(c) were more successful at all stages of the recruitment process than male applicants to posts.

- Female applicants to posts in DVSA were less successful during the sift than male applicants, but were more successful at the interview stage.

- Female applicants to posts in MCA were more successful than male applicants at the interview stage, and were more likely to be offered a post than male applicants.

Age was only a significant factor in some agencies.

- In DfT(c) younger applicants were more successful at interview than older applicants.

- In DVSA, younger applicants were less successful during the sift, but more successful during interview.

- In DVLA, younger applicants were more successful during the sift for operational posts, but less successful when they were being sifted for non-operational posts.

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

Recruitment to the Senior Civil Service (SCS)

546 applications were made to posts advertised in the SCS through Civil Service Recruitment, and 105 of these applicants were shortlisted, with 25 being offered a post. A further 203 applicants were put forward for posts by executive search agencies, with 23 applicants being shortlisted, and 9 offered a post. The diversity profile of applicants at each of these stages is given in the DfT(c) report. No statistical analysis has been completed of SCS recruitment because individual level data are not currently available.

Performance management

All of DfT used a three-box performance management system during 2016/17.

There were differences in the distribution of performance ratings across the agencies; all varied from the guided distribution of performance marks (25% rating 1, 65% rating 2 and 10% rating 3). As a group, DfT awarded 22% of staff a rating 1, 73% a rating 2, and 5% a rating 3. Figure 26 summarises the results by agency (figures may not sum to 100% due to rounding).

	Rating 1	Rating 2	Rating 3
DfT(c)	26%	66%	7%
DVLA	26%	69%	5%
DVSA	16%	82%	2%
MCA	19%	70%	10%
VCA	28%	69%	3%

Figure 26 Distribution of performance marks by Agency (2016/17)

There was a significant amount of variation between job types. The proportion receiving a performance

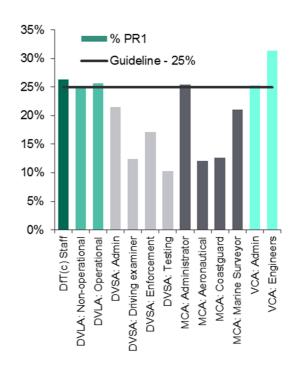rating 1 ranged from 10% of DVSA Testing staff to 31% of VCA Engineers.

Figure 27 Percentage of staff receiving a performance rating 1, by job type and agency (2016/17)
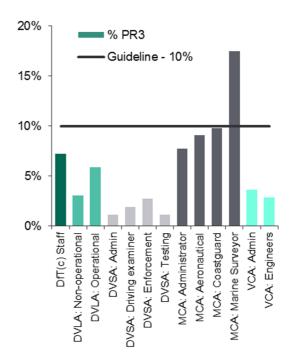

Figure 28 Percentage of staff receiving a performance rating 3, by job type and agency (2016/17)

The proportion receiving a performance rating 3 ranged from 1% of DVSA Admin and Testing staff to 17% of MCA Marine Surveyors.

The following sections bring together the results of analysis of PMR ratings for staff in each of the agencies, and compare the findings. Full analysis and results for each agency are available in the individual reports.

There was insufficient data to enable statistical analysis of the PMR results in VCA, so results that follow refer to DfT(c), DVLA, DVSA and MCA.

Characteristics associated with performance rating 1

The analysis examined 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 (excluding MCA);
- Staff with a higher FTE (excluding DfT(c);
- Younger staff (DfT(c) and DVLA);
- White staff;
- Female staff (DfT(c) and DVLA)
- Non-disabled staff (DVLA); and,
- Staff who managed more staff (DVSA, MCA).

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

- Coastguards (MCA);
- Staff in post for less than one year (DfT(c)); and,

- Testing staff (DVSA).

Characteristics associated with performance rating 3

The analysis examines whether there was a significant difference between the profile of those receiving 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 (DfT(c)) and DVLA);
- Female staff (DfT(c) and DVLA);
- Younger staff (DfT(c));
- White staff (DfT(c)); and,
- Non-disabled staff (DVLA).

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

- AA staff (DVLA);
- Operational staff (DVLA);
- Marine Surveyors (MCA);
- Enforcement staff (DVSA);
- Staff with unknown disability status (DVSA and MCA);
- Older staff (DVSA);
- Staff with more days sickness absence (MCA);
- Staff with a lower FTE (MCA); and,
- Male staff.

Progression

Staff who progressed up the grade structure during 2016/17 were compared with those who did not.

The analysis used only staff who were in post (in the same agency) on both 31st March 2016 and 31st March 2017.

It used staff diversity characteristics at 31st March 2017, as well as some other explanatory variables that relate to the previous reporting year: grade and time in that grade at 31st March 2016, the amount of sickness absence for the year ending 31st March 2016, and the performance rating received for that year (i.e. the year prior to their progression).

Note that analysis of progressions within DfT only considers staff up to and including Grade 6 (i.e. grades below SCS).
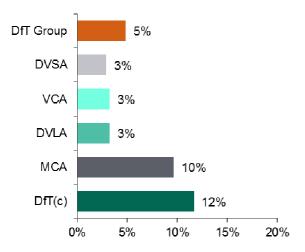

Figure 29 Percentage of staff in each agency who progressed up the grade scale within the year (2016/17)

For VCA, analysis of the factors associated with progression was not possible due to small numbers.

Across the rest of DfT, younger staff were more likely to have progressed up the grade structure (within DVSA this result only applied to Admin staff). This is shown in **Error! Reference source not found.**.

In DfT(c) and DVLA staff who received the highest performance rating (PR1) the

previous year were more likely to have progressed.

In DVLA, operational staff with a higher FTE were more likely to have progressed up the grade structure than other operational staff.
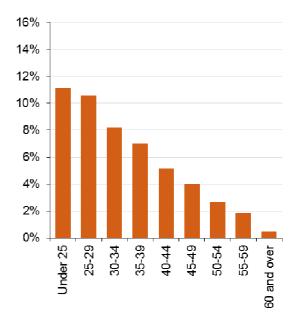

Figure 30 Percentage of all DfT staff in each age group who progressed up the grade scale in year (2016/17)

Certain grades in each agency were less likely to see staff progression; this is largely due to the nature of the grade structures in place, and lack of progression opportunities for some grades/job roles.

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 2017, 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.
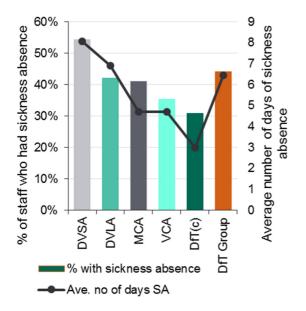

Figure 31 Proportion of staff who had had sickness absence by agency, alongside the average number of days of sickness absence by agency (2016/17)

Staff with sickness absence

The most common characteristics linked with incidence of sickness absence across the group were:

- **Grade**: Staff in lower grades were more likely to have had sickness absence;

- **Gender**: Female staff were more likely to have had sickness absence (DfT(c), DVSA, MCA);

- **Disability** status: Disabled staff were more likely to have had sickness absence (DfT(c), DVLA, DVSA);

- **Age**: In DfT(c) older staff were more likely to have had sickness absence, in DVLA and MCA

younger staff were more likely; and,

- Operational staff in DVLA, Admin staff in DVSA and Engineers in VCA were less likely to have had sickness absence than staff in other **job roles** in those agencies.

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.

Some of the common staff characteristics associated with the number of days of sickness absence were:

- **Gender**: Female staff tended to have had more days of sickness absence than male staff in DfT(c), DVSA and MCA;

- **Disability status**: Disabled staff in DfT(c) and DVSA tended to have had more days of sickness absence;

- **Age**: Older staff tended to have had more days of sickness absence in DfT(c) and MCA; and,

- **Race**: BAME staff in MCA tended to have had fewer days of sickness absence than white staff or staff who had not declared their race.

Leavers

1,440 staff left DfT during 2016/17 – an attrition rate of 9%[7].
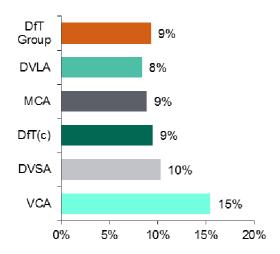

Figure 32 Attrition rate for staff in each agency (percentage of staff who left in the year 2016/17)

The majority (78%) left for "voluntary" reasons.

Leaving reason		Number leaving
Voluntary	Resignations	424
	Transfers to OGD	219
	Retirement	261
	Voluntary Exit Scheme (VES/VER)	224
Other	Dismissed	79
	End of Contract	139
	Deceased	15
	Failure to Complete Probation	42
	Redundancies	35
Unknown	Other	2

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 driven by retirements.

Another common factor across all agencies, was the association between staff who had not declared their race or disability status and leavers – staff with undeclared race or disability status were significantly more likely to leave than those who had made a declaration. This could be related to length of time in the agency (newer staff tend to have lower declaration rates than staff who have been at an agency longer), or could reflect the degree of engagement of the staff involved.

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.

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

14 grievance cases were recorded across DfT (excluding DVSA)[8].

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[7] The attrition rate here compares the number of staff who left with all staff who could have left (staff in post on 31st March 2017 plus leavers during the year). In this case this was 1,440 / (1,440 + 14078).

[8] Due to a change of provider for casework for DVSA grievance and disciplinary cases, we were unable to get a full, consistent set of data for DVSA this year.

At agency level, there were too few grievance cases for statistical analysis to be possible.

Disciplinary procedures were invoked for 72 members of staff (excluding DVSA)[8].

As with grievances, most agencies had too few disciplinary cases for statistical analysis to be meaningful, the exception being DVLA with 35 discipline cases.

Within DVLA significantly more disciplinary cases involved operational staff than non-operational staff, and male staff compared to female staff.