



Department
for Transport

DfT Group Equality Monitoring Storyboard 2017-18

This storyboard contains an analysis of the diversity of DfT Group staff for 2017/18. It sets out to:

- ▶ summarise the diversity characteristics of staff and applicants;
- ▶ compare the diversity of DfT Group staff with the diversity of the local working-age populations;
- ▶ show where organisations within DfT Group differ, and where they are the same;
- ▶ identify differences between diversity groups within DfT Group; and
- ▶ highlight any changes since previous years.

This storyboard was prepared by the In House Analytical Consultancy in the Department for Transport, and sits 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 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. 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 be one of the most inclusive departments in the Civil Service.

In House Analytical Consultancy





Purpose

DfT works with agencies and partners to support the transport networks that help the UK's businesses, and to get people and goods travelling around the country. DfT plans and invests in transport infrastructure to keep the UK on the move.

DfT priorities are:

- boosting economic growth and opportunity
- building a One Nation Britain
- improving journeys
- safe, secure and sustainable transport

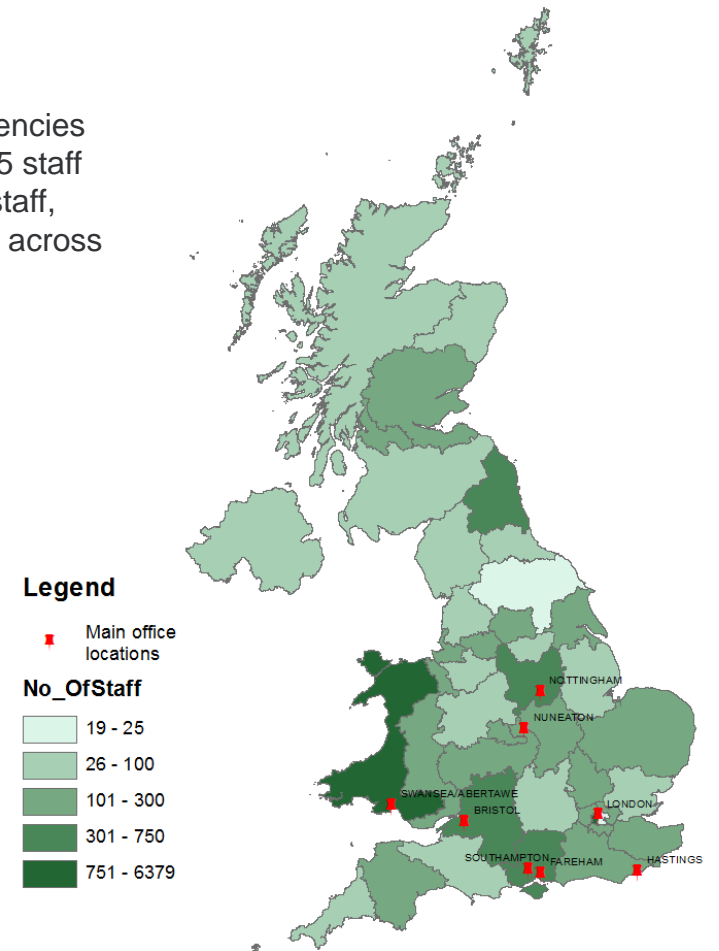
DfT is a ministerial department, supported by [22 agencies and public bodies](#). The Equality Monitoring analysis contained in this storyboard covers the central Department for Transport, plus four executive agencies:

- Driver and Vehicle Licensing Agency
- Driver and Vehicle Standards Agency
- Maritime and Coastguard Agency
- Vehicle Certification Agency

Geographical locations

Location of DfT Group staff, March 31st 2018

The Department for Transport and our agencies employ around 18,245 staff and 354 non-payroll staff, who work in locations across the country.



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Department for Transport 100039241 2018 HREM Group 1718





Introduction to DfT Group staff diversity

The DfT Group Equality Monitoring storyboard brings together a summary of the results described in detail in the individual storyboards. It looks at results for DfT Group as a whole, as well as the differences and similarities seen in the individual organisations.

Analysis and reporting

This analysis has considered the following areas of **staff diversity**:

- ▶ [Age](#) [slides 6 & 7]
- ▶ [Caring responsibilities](#) [slide 8]
- ▶ [Disability](#) [slides 9 & 10]
- ▶ [Gender](#) [slides 11 & 12]
- ▶ [Race](#) [slides 13 & 14]
- ▶ [Religion or belief](#) [slide 15]
- ▶ [Sexual orientation](#) [slide 16]
- ▶ [Working pattern](#) [slides 17 & 18]

There are correlations between staff diversity characteristics in our staff data which have an impact on results. For example, across all organisations in DfT Group, staff working part time are more likely than those working full time to be female, and to be older. Therefore results stating working pattern had a significant difference in outcomes, may mask the true cause of difference which could be gender or age.

Other correlations different across the DfT Group. For example, female staff were more likely to be younger than male staff in DfTc, older than male staff in DVSA and DVLA, and of a similar age to male staff in MCA and VCA.

The recruitment dataset had a different set of correlations, and the nature of the job applied for had a big influence on the correlations – in effect different job roles attracted different types of applicants.

Correlations in the data can mask some interesting drivers of difference – full details of these can be found in the individual storyboards, and the results in this Group storyboard should not be used without this background.

Age – key points

Age is collected for all employees. Staff at DfT Group are older than the working-age population yet younger than the Civil Service.



Age was a significant factor in whether or not staff were promoted (within DfT Group) for DfTc and DVLA.

Age was associated with performance marks – in DfTc and VCA younger staff were more likely to have received higher marks, in DVSA more likely to have received lower marks.

Carers – key points

Caring responsibilities are not currently recorded with staff data, but is asked about in the People Survey so some analysis was possible.



GB WA pop.: Working-age population (aged 16-65) in Great Britain.

Transport industry: UK transport & storage sector (only available for race).

Disability status – key points

DfT Group has a significantly lower proportion of disabled staff than the working-age population.



Disabled people were under-represented in recruitment.

Sickness absence rates for disabled staff were higher than for non-disabled staff, and disabled staff were more likely to be in lower grades.



Gender – key points

The proportion of females was lower than in the population, and varied greatly between job roles (2% Testing in DVSA to 66% Operational in DVLA)

100% Gender is collected for all employees

45% of staff were female — No change from last year

54% All Civil Service 50% GB WA pop.

In DVLA and DfTc, gender has a significant impact on success rates in recruitment, and in performance marks.

Working pattern – key points

Working pattern was significantly associated with performance marks, and with likelihood of promotion in some of DfT Group.

100% Working pattern is collected for all staff

21% of staff work part time — No change from last year

24% Part time workers in Civil Service

Data sources and quality

The data

This storyboard is based on analysis of five datasets:

- Individual staff diversity records - snapshots at 31st March in 2017 and 2018
- Civil Service Recruitment
- Grievance and discipline cases
- 2018 Civil Service People Survey, analysed by IHAC
- Performance management

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 voluntarily provided. As a result, and because staff may be unwilling to provide this information, these data often have significant numbers of unknowns or undeclared statuses and subsequently analysis was not always possible.

Declaration rates

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 and have been excluded from

Race – key points

BAME staff are under-represented across DfT Group.

77% of staff shared their race ↑ +12pp since last year

7% of whom were BAME — No change from last year

12% All Civil Service 13% GB WA pop. 18% Transport industry

High proportion of BAME applicants, but they had lower success rates than white applicants in many organisations.

Less likely to get a high performance mark than white staff (except in MCA).

Religion or belief – key points

There has been a decrease in the proportion of staff who declared they held a religion or belief.

52% of staff shared their religion or belief ↑ Change from last year: +13pp

58% of whom declared a religion ↓ Change from last year: -4pp

Older staff were more likely to declare they held a religion or belief.

Sexual orientation – key points

Sharing rates for sexual orientation have increased since last year.

57% of staff shared their sexual orientation ↑ Change from last year: +12pp

4% of whom were LGBO — No change since last year

Sexual orientation was often excluded from analysis as the sharing rates were low and number of LGBO staff were too small.



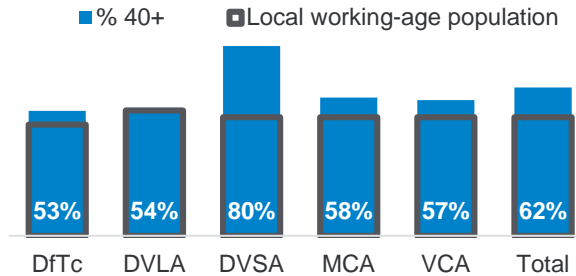


Context

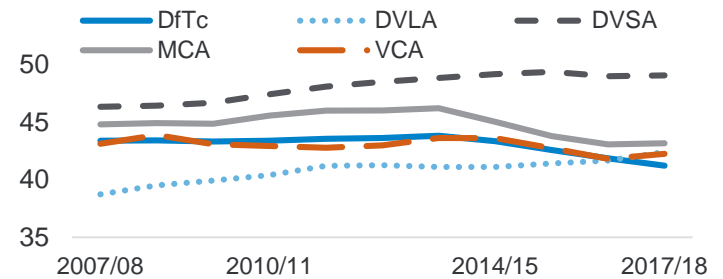
The proportion of staff aged 40 and above across DfT Group has increased 5 percentage points since last year, and is 12 percentage points above the GB population. DVSA has a much higher proportion of staff aged 40 or older than the local population, and than the Civil Service, and the average age of staff in DVSA is increasing. The age of staff in DfTc and MCA is decreasing.

62% of staff were aged 40 or over
Change from last year: **+5pp**

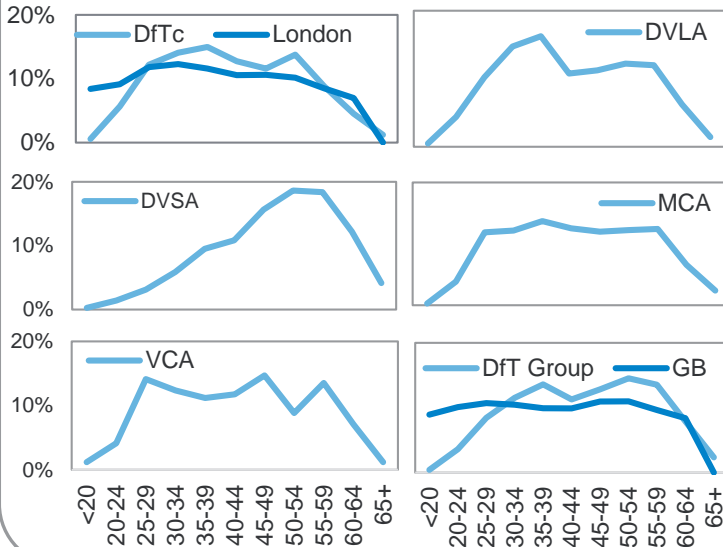
67% All Civil Service
50% GB pop.



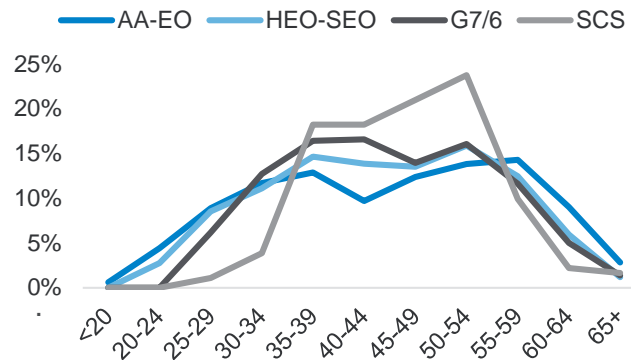
Average age of staff over time



Age profiles vary greatly between organisations within DfT Group. DVSA has a considerably older workforce than the other organisations.

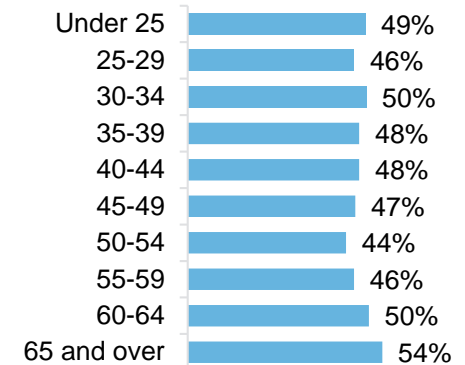


Age by grade: overall across DfT Group, the age profile of different grades was reasonably similar, with the exception of SCS which had a much higher proportion of staff in the 30-54 age group.



Sickness absence: sickness absence rates varied relatively little between age groups. Where there were significant differences for different age groups in individual organisations, these varied in their nature and were often correlated with other factors such as job role, grade, and disability status.

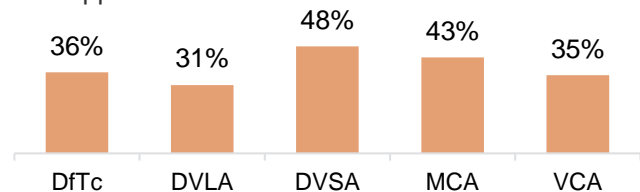
% of staff who had had sickness absence



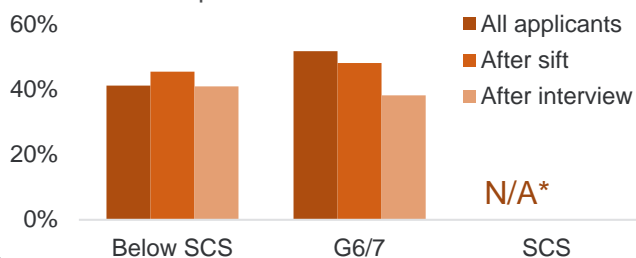
Recruitment

With the exception of DVSA, a smaller proportion of applicants were aged over 40 than the proportion in the local working-age population.

% of applicants who were 40+



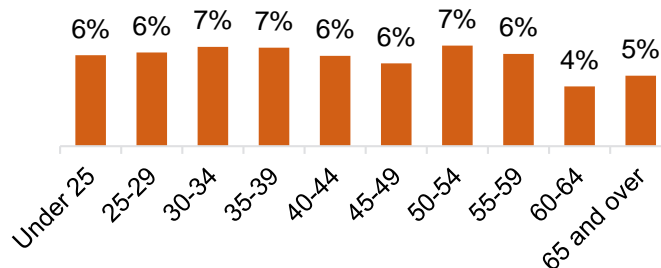
% applicants over 40 (DfT Group) at each stage of recruitment process



*SCS recruitment analysis has not been possible due to small numbers and incomplete data.

Overall success rates (the proportion of applicants who were offered a post) did not vary greatly with age, although there was a slight decrease for applicants aged over 60. There was more variability within individual organisations.

Proportion of applicants in age group who were offered a post

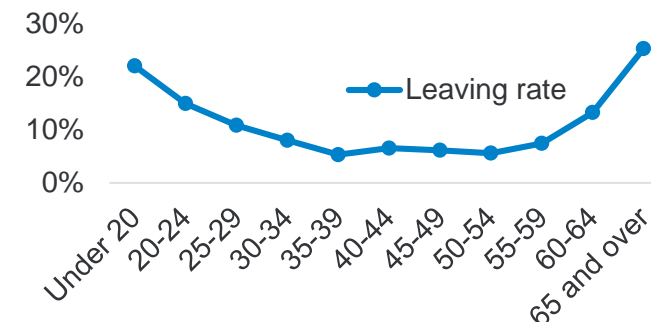


Leavers

Across the individual organisations, there was no significant difference in the leaving rates for staff in different age groups.

The leaving rates for different age groups is distributed in a classic U shape, with staff at the lower and higher end of the age ranges more likely to leave than staff in the middle ranges.

Leaving rates for different age groups (DfT Group)

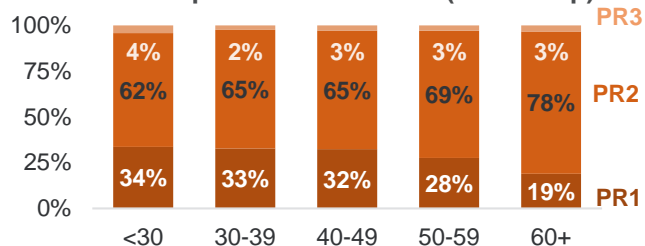


Performance management

Age was associated with receiving different performance marks in some of the organisations, but not in a consistent way: in DfTc and VCA, younger staff were more likely to receive a higher performance indicator, in DVSA younger staff were more likely to receive a lower performance indicator.

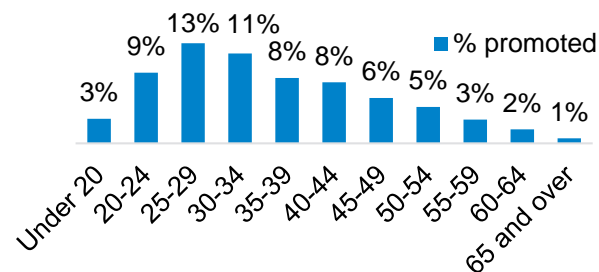
Note that age is often correlated with other factors associated with performance marks, such as working pattern.

Distribution of performance marks (DfT Group)



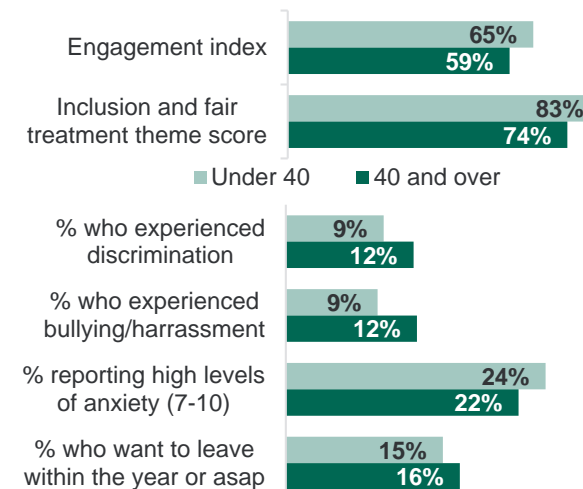
Promotions

Promotion rate shows those who have been promoted within the DfT Group (does not include staff promoted to OGDs).



In DfTc and DVLA, the difference in promotion rates for younger staff was significant – staff who were younger were more likely to be promoted than staff who were older (although job role was also an important factor alongside this).

People Survey 2018



Source: IHAC/CSPS2018





Context

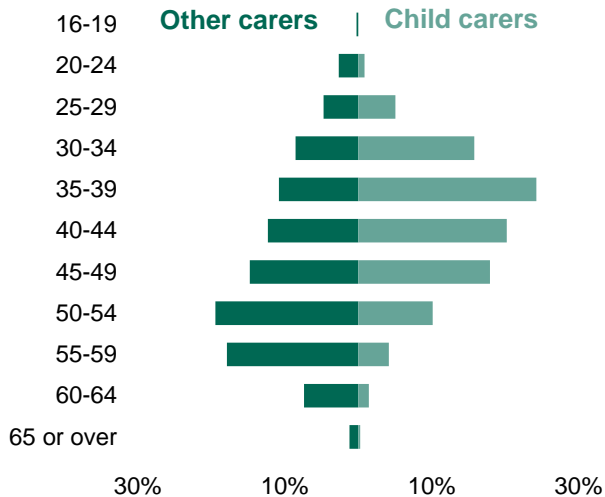
Caring responsibilities data is from the People Survey.

Child carers: Those with childcare responsibilities as a primary care giver (e.g. parent/guardian)

Other carers: Those who look after, help or support any family members, friends, neighbours or others who have a long-term illness or disability, or problems related to old age.

Staff can belong to both groups.

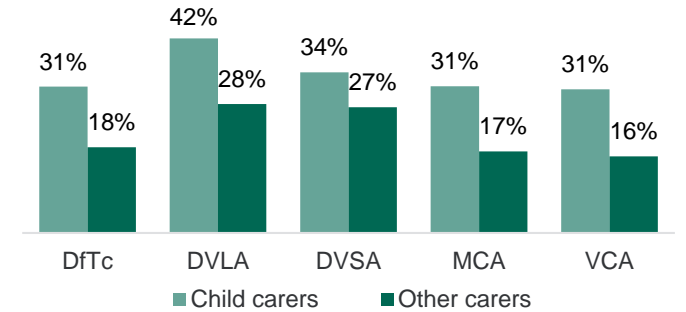
Age profiles of staff who are other carers and child carers differ: child carers tend to be concentrated in age group 35-49, and a large proportion of other carers are aged 45-59.



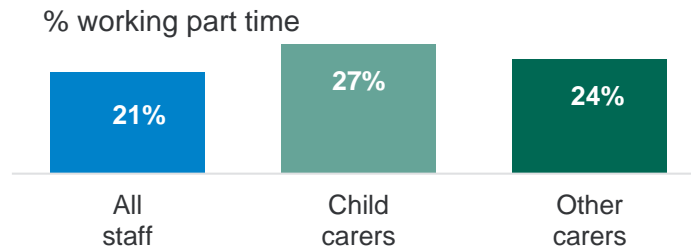
The proportion of staff who are either child carers or have other caring responsibilities varies across DfT Group. It has increased 1 percentage point for each since last year. DVLA has the highest proportion of staff with caring responsibilities, and VCA the lowest.

DfT Group – child carers:
36%

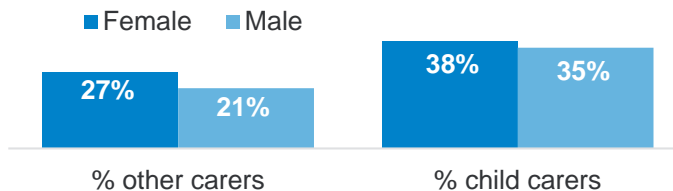
DfT Group – other carers:
24%



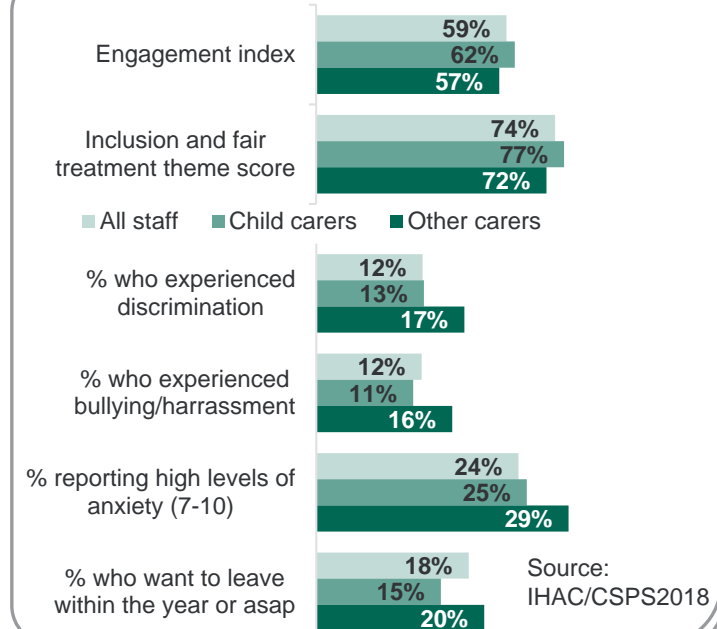
Working pattern and caring – a greater proportion of carers worked part time than staff without caring responsibilities.



Gender and caring – female staff had a slightly higher proportion of carers than male staff.



People Survey 2018

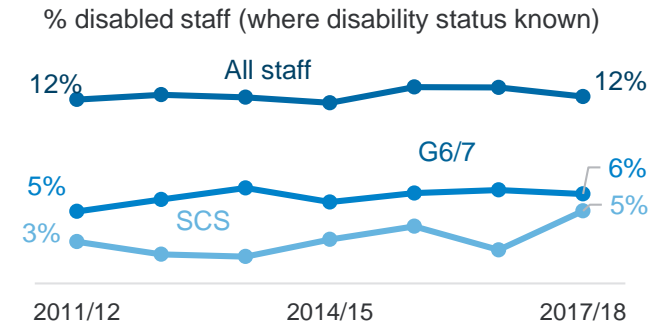
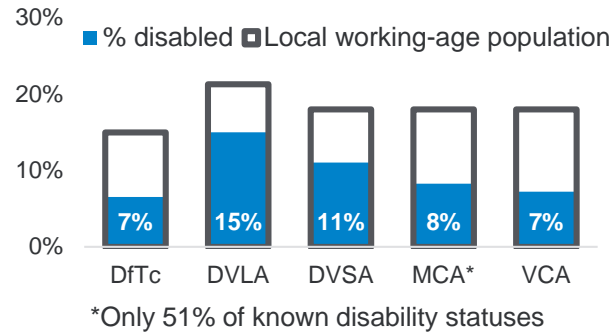
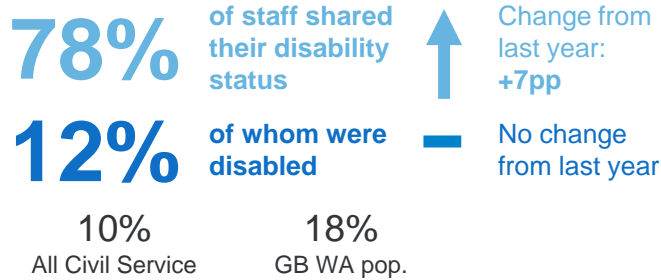




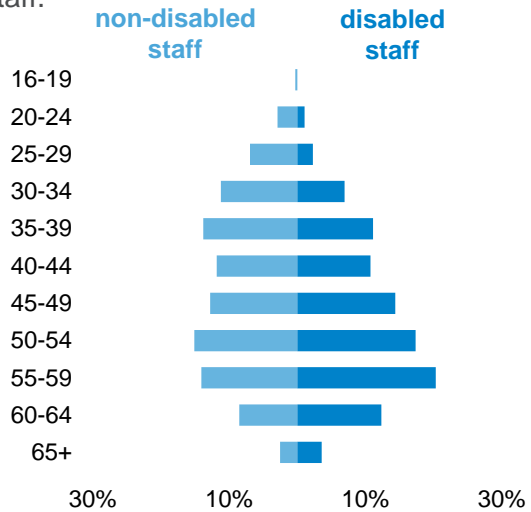
Disability status

Context

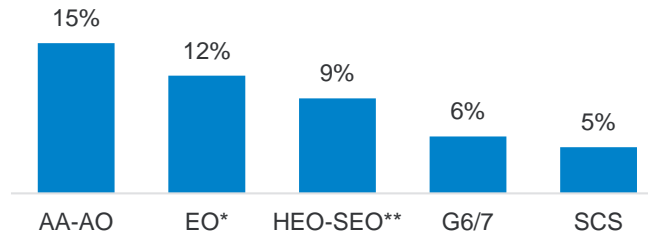
Disabled staff are **under-represented** in DfT across all five organisations. This has not changed since last year, and the rate has remained very steady since 2011/12. There has been a big improvement in the proportion of staff declaring their race since last year which ends a trend in decreasing declaration rates.



Age profiles - disabled staff are more likely to be in older age groups than non-disabled staff.



Disability by grade – overall across DfT Group, lower grades had a higher proportion of disabled staff.

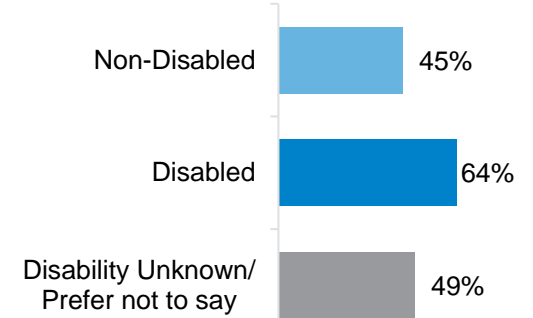


Within individual organisations this varied, with disabled staff being more evenly distributed across the grades in DfTc than in the other agencies.

*includes Driver/Workshop grade, ** includes Fast Stream

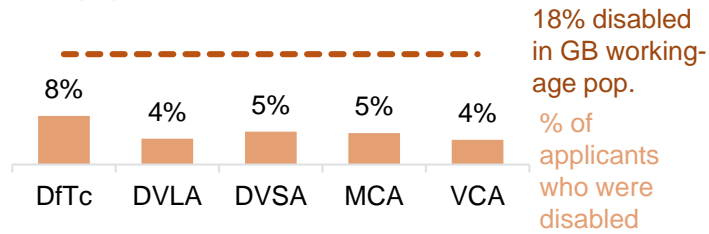
Sickness absence: For all the organisations in DfT Group disabled staff were more likely to have had sickness absence, and to have taken a greater number of days, than non-disabled staff or staff with unknown disability status. The exception was VCA, where the number of disabled staff was too low to allow for statistical tests.

% of staff who had had a recorded sickness absence

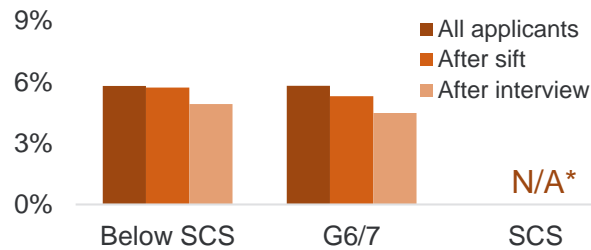


Recruitment

Applicants to posts across DfT Group under-represented the proportion of disabled people in local populations.



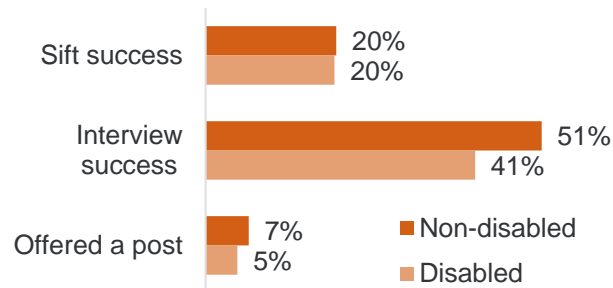
% Disabled (DfT Group) at each stage of recruitment process



*SCS recruitment analysis has not been possible due to small numbers and incomplete data.

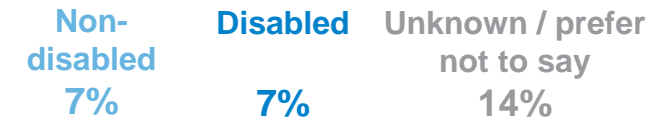
For all organisations except DfTc disability status was linked to different success rates at different stages of the recruitment process.

For DfTc, disabled applicants were less likely to be offered a post than non-disabled applicants.



Leavers

Across the organisations, there was no significant difference in the leaving rates of disabled and non-disabled staff.



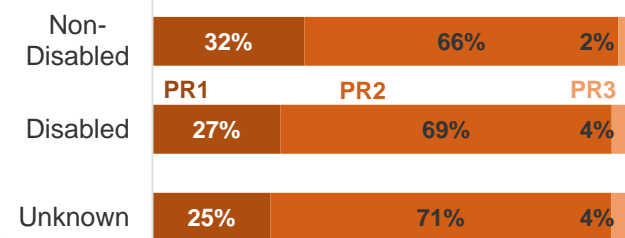
However, those with unknown disability status had a much higher leaving rate.

Performance management

Disability status only came out as a significant factor in performance management for DVSA, where non-disabled staff were more likely to get a higher performance descriptor than disabled staff or those with unknown disability status.

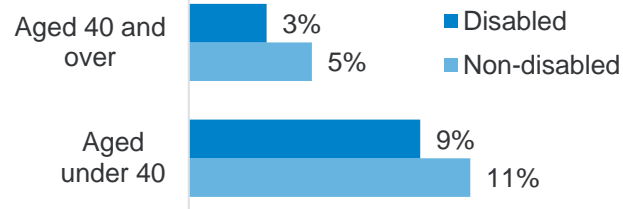
Note that disability status is correlated with other factors which are significant in performance management, for example sickness absence and age.

Distribution of performance marks (DfT Group)



Promotions

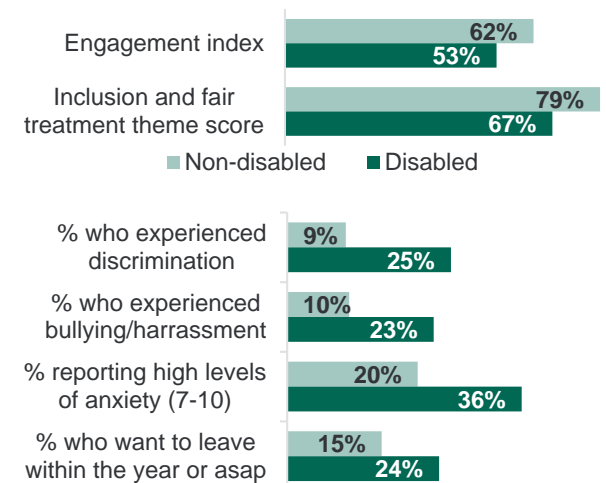
Promotion rate shows those who have been promoted within the DfT Group (does not include staff promoted to OGDs).



Disabled staff had a lower promotion rate than non-disabled staff across DfT group as a whole, but this factor was not significant in individual organisations.

Age was a factor in whether or not a member of staff was promoted, and this had a bigger influence than disability status.

People Survey 2018



Source: IHAC/CSPS2018





Context

Females are **under-represented** in DfT across all organisations, except DVLA, where there is over-representation. This has not changed since last year, and the proportion of female staff across DfT Group has stayed steady over the last 10 years. The proportion of females in the SCS has increased from 25% to 42%. The increase in the proportion of females in G6/7 grades has been slower (28% to 33%).

100%

Gender is collected for all employees

45%

of staff were female

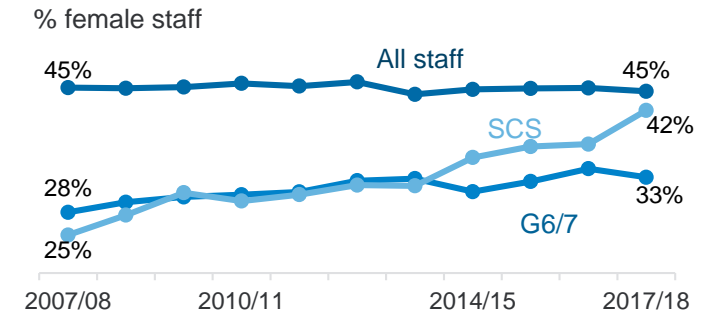
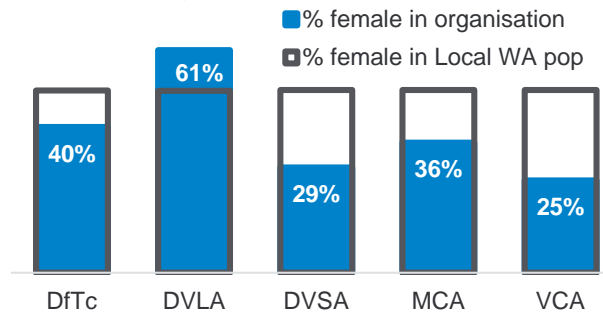
No change from last year

54%

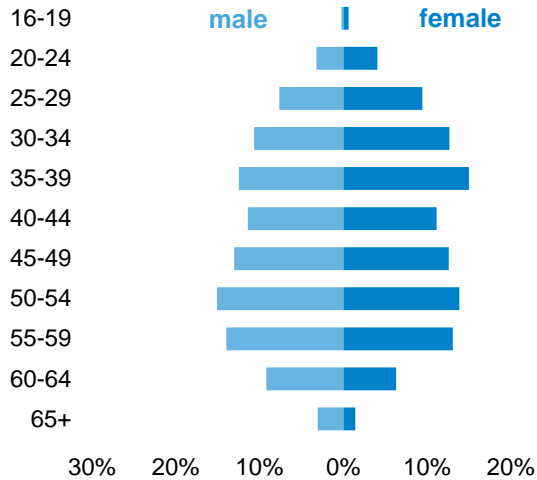
All Civil Service

50%

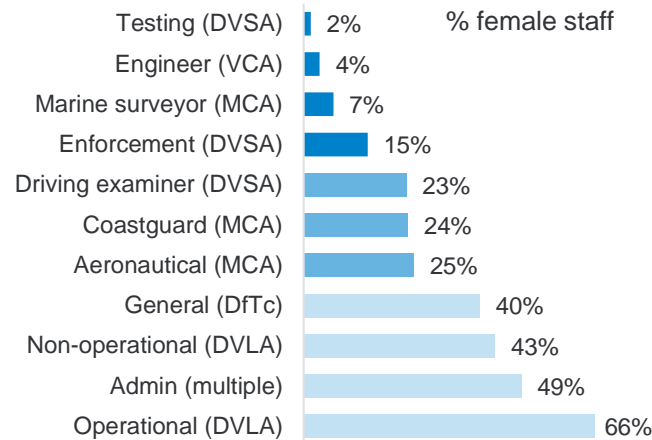
GB WA pop.



Age profiles are similar for males and females across DfT Group, with a slightly higher proportion of males in older age groups than females.

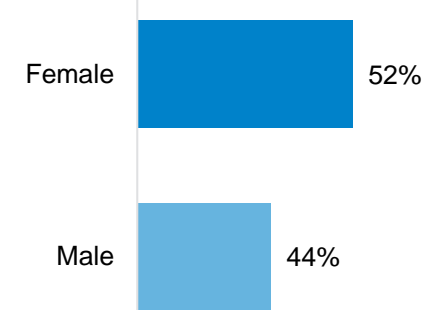


The gender split varied greatly by **job role**. Technical and specialist roles had much lower proportions of female staff than admin and generalist roles.



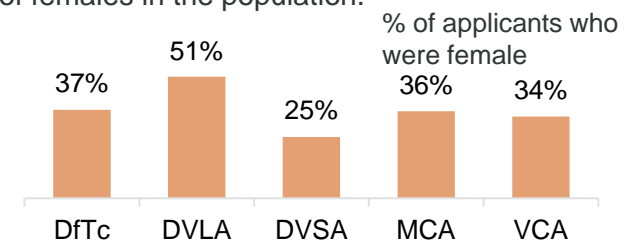
Sickness absence: For DfT Group as a whole, females had a higher sickness absence rate than males. This difference was significant at the individual organisation level, except for DfTc. Females in DVSA were also likely to take significantly more days of sickness absences than males.

% of staff who had had a recorded sickness absence

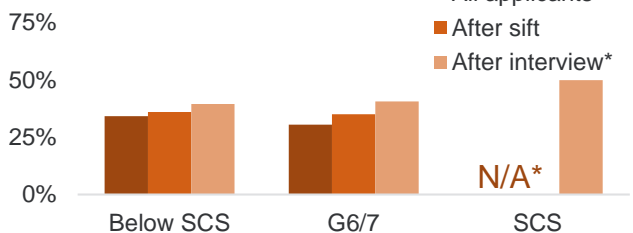


Recruitment

With the exception of DVLA, applicants to posts across DfT Group under-represented the proportion of females in the population.

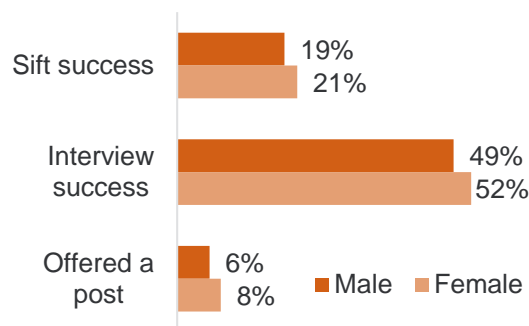


% female (DfT Group) at each stage of recruitment process



*SCS recruitment analysis has not been possible due to small numbers and incomplete data.

Females were more successful at all stages of the recruitment process for applicants to posts in DVLA. In DfTc, females were more successful than males at the sift and in being offered a post. For the other organisations, there were no significant differences across all grades.



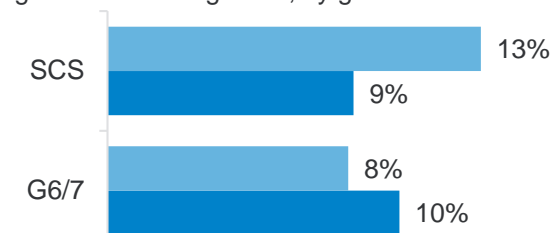
Leavers

Across DfT Group as a whole, there was no significant difference in the leaving rates of male and female staff. In DVLA, male staff had a significantly higher leaving rate than female staff.

Male (DfT Group) 9% **Female (DfT Group) 8%**

There was some variation between leaving rates for males and females in some grades, with more males leaving SCS posts, and more females leaving G6/G7 posts.

Leaving rates for each gender, by grade

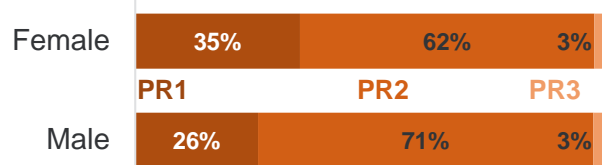


Performance management

Female staff were more likely than males to have received a higher performance descriptor in DfTc and DVLA.

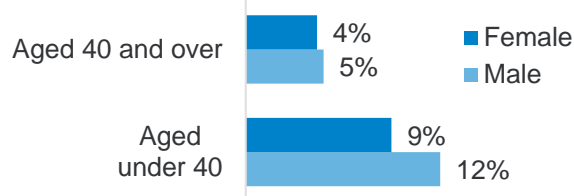
For the other organisations, gender was not a significant factor.

Distribution of performance marks (DfT Group)



Promotions

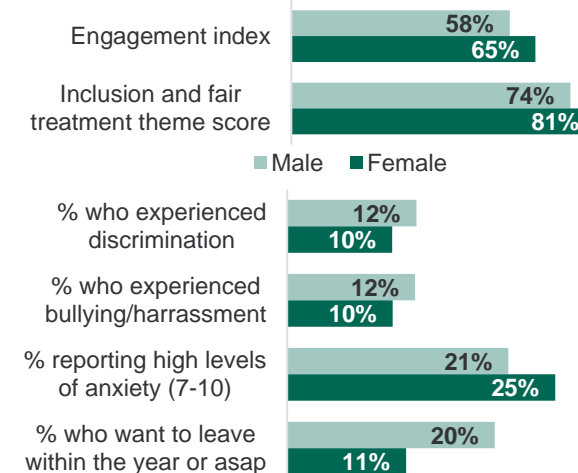
Promotion rate shows those who have been promoted within the DfT Group (does not include staff promoted to OGDs).



Females had a lower promotion rate than males across DfT group as a whole, but this factor was not significant in individual organisations.

Age was a factor in whether or not a member of staff was promoted, and this had a bigger influence than gender. Job role may also have had an impact.

People Survey 2018



0.3% of staff had a gender identity other than male or female – these staff are not included in these figures.

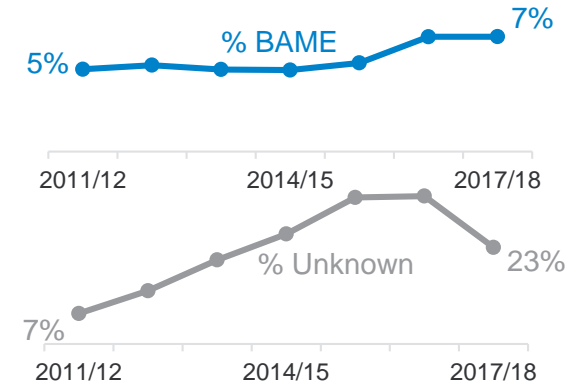
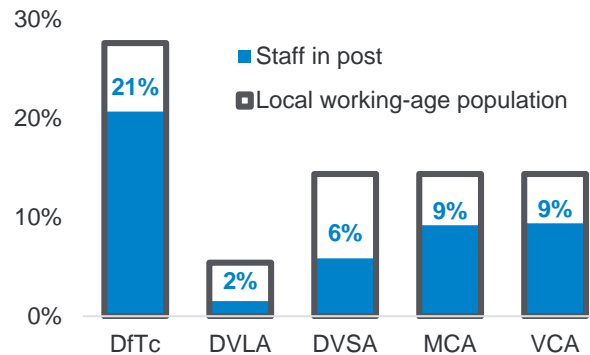
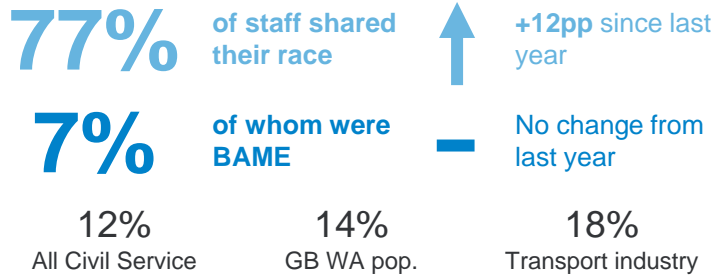
Source: IHAC/CSPS2018



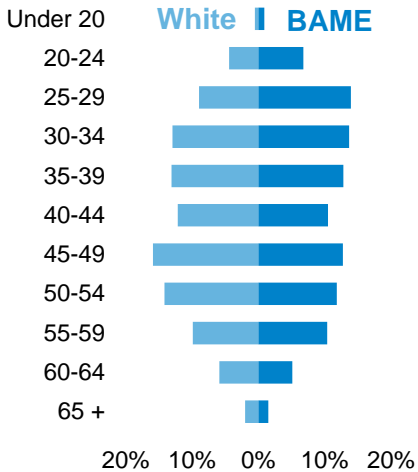


Context

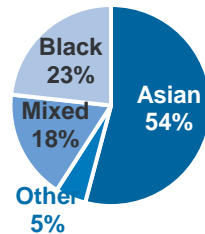
BAME staff are **under-represented** in DfT across all five organisations. This has not changed since last year, but DfT Group has seen a steady increase from 5% BAME in 2011/12 to 7% now. There has been a big improvement in the proportion of staff declaring their race since last year which ends a trend in decreasing declaration rates.



Age profiles: BAME staff are younger than white staff.



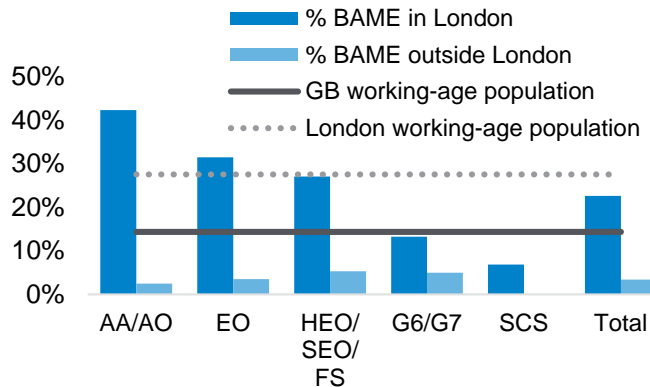
BAME breakdown: over half of BAME staff are Asian.



BAME staff less likely to be disabled than white staff.

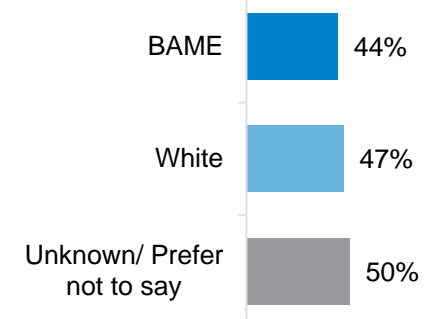
12% of white staff
6% of BAME staff

Grade: There is a higher proportion of BAME staff in lower grades for staff based in London, but this is reversed for staff outside of London, where higher grades have a higher proportion of BAME staff.



Sickness absence: the sickness absence rate did not vary greatly with race for DfT Group as a whole. There were some differences in the average number of days for white and BAME staff in DfTc and MCA, but this could be due to a correlation with grade and job role.

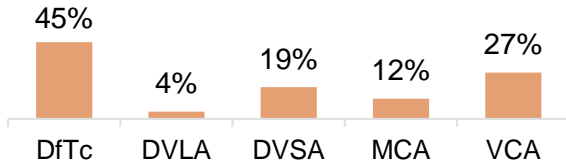
% of staff who had had a recorded sickness absence



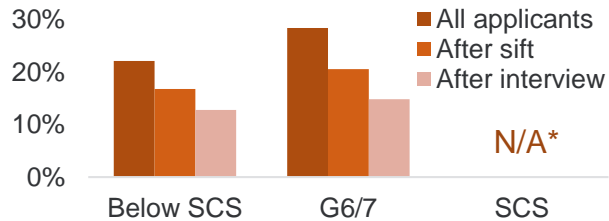
Recruitment

For DfTc, DVSA, and VCA the proportion of applicants who were BAME was higher than that in the local working-age populations; the proportion was lower for DVLA and MCA.

% of applicants who were BAME



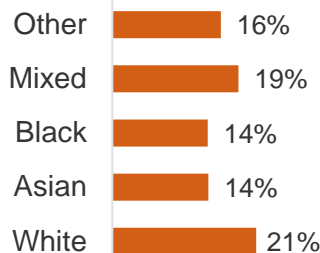
% BAME (DfT Group) at each stage of recruitment process



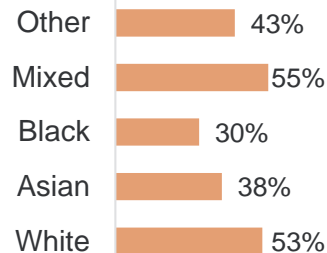
*SCS recruitment analysis has not been possible due to small numbers and incomplete data.

In all organisations except DVLA, BAME applicants were less successful than white applicants at most stages of the recruitment process. In DVLA where there was no difference for candidates of different race.

Success rate at sift (below SCS DfT Group)

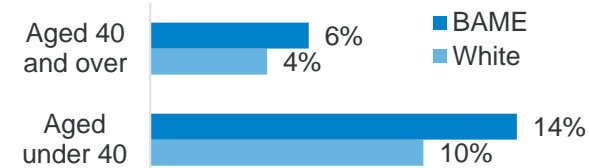


Success rate at interview (below SCS DfT Group)



Promotions

Promotion rate shows those who have been promoted within the DfT Group (does not include staff promoted to OGDs).



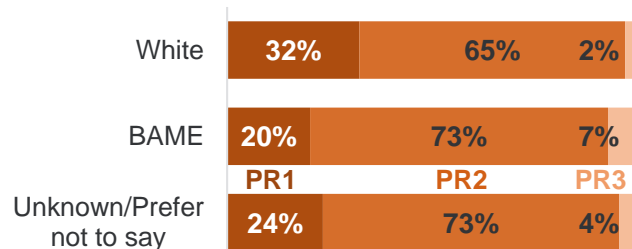
BAME staff had a higher promotion rate than white staff across DfT group as a whole, but this factor was not significant in analysis for individual organisations.

Age was a factor in whether or not a member of staff was promoted and this had a bigger influence than race.

Performance management

White staff were more likely than BAME staff to have received a higher performance descriptor across all organisations, with the exception of MCA where race was not associated with different performance descriptors.

Distribution of performance marks (DfT Group)



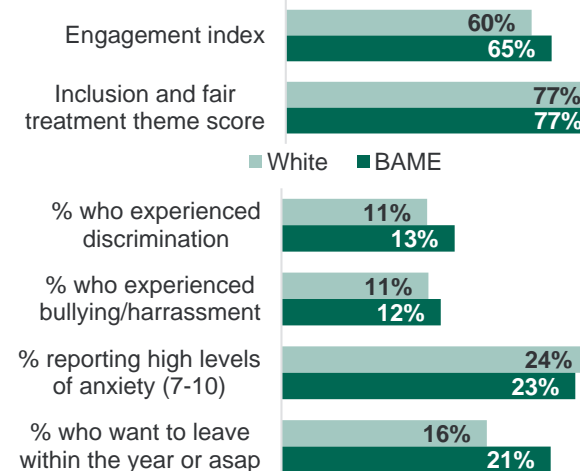
Leavers

Across the organisations, there was no significant difference in the leaving rates of BAME (9%) and white staff (6%).



However, those with unknown race had a much higher leaving rate, particularly in DfTc where the difference was significant.

People Survey 2018



Source: IHAC/CSPS2018





Context

The proportion of staff who declared they held a religion or belief has dropped since last year. This continues a decreasing trend, while at the same time sharing rates have been increasing. The number of staff who have shared this diversity characteristic still remains too low in many of the DfT Group organisations to enable statistical analysis. See the individual storyboards for individual analysis where it has been possible.

52%

of staff shared their religion or belief



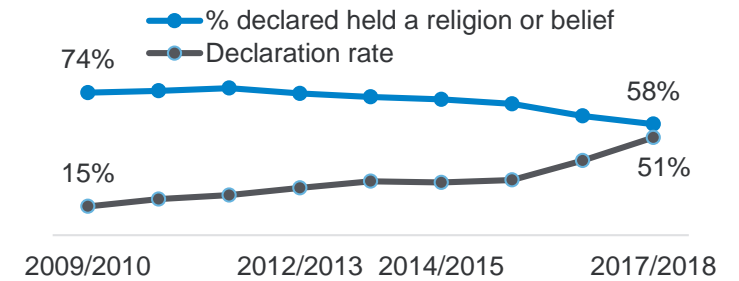
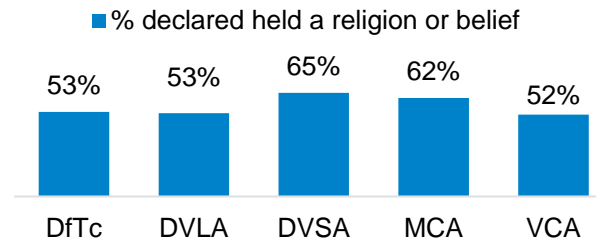
Change from last year: +13pp

58%

of whom declared a religion or belief

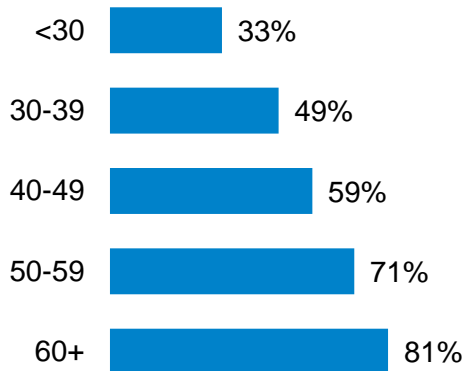


Change from last year: -4pp

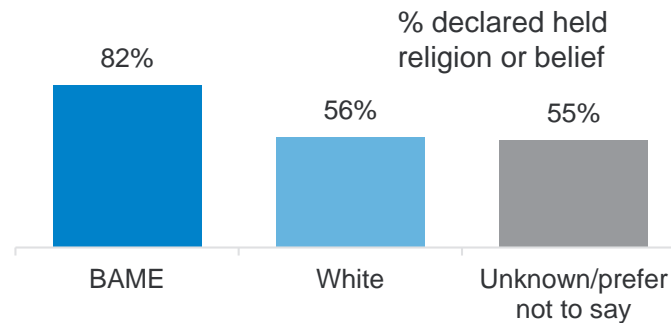


Age profiles – the proportion of staff who declared they held a religion or belief increased as age increased.

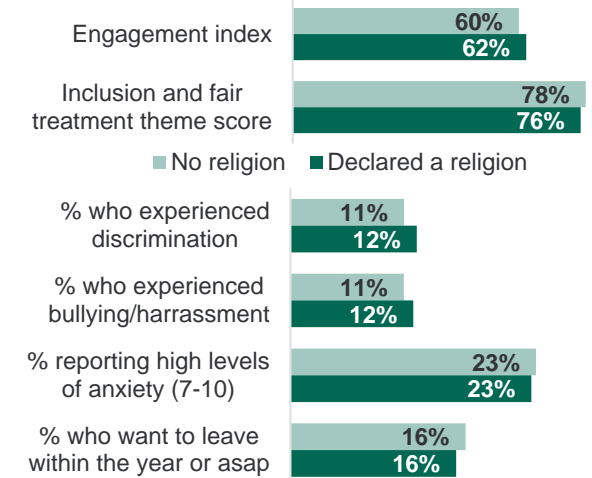
% declared held a religion or belief by age group



Race and religion or belief – a greater proportion of BAME staff held a religion or belief than white staff or staff with unknown race.



People Survey 2018



Source: IHAC/CSPS2018





Sexual orientation

Context

The proportion of staff who declared their sexual orientation has increased since last year. This continues an increasing trend. The % of staff who have declared themselves to be LGBO has stayed steady over the last 9 years. The number of staff who have shared this diversity characteristic still remains low in many of the DfT Group organisations to enable statistical analysis. See the individual storyboards for individual analysis where it has been possible.

57%
4%

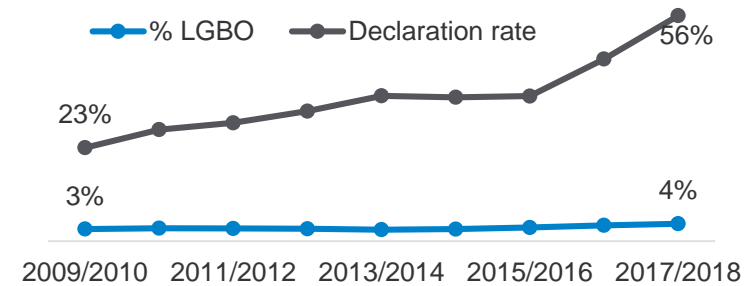
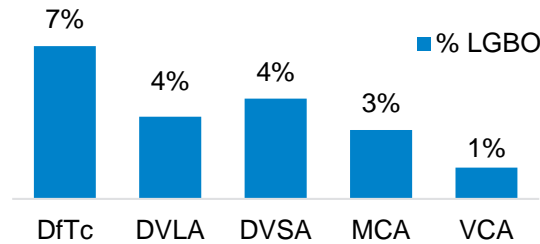
of staff shared their sexual orientation
of whom declared themselves LGBO



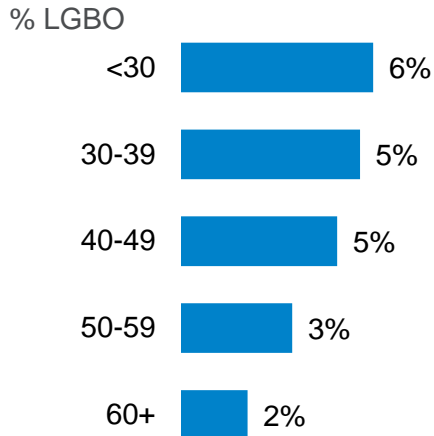
Change from last year: +12pp



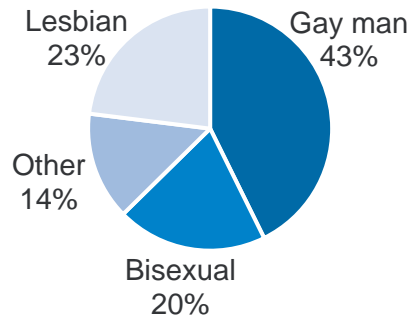
No change from last year:



Age profiles – the proportion of staff themselves LGBO decreased as age increased.



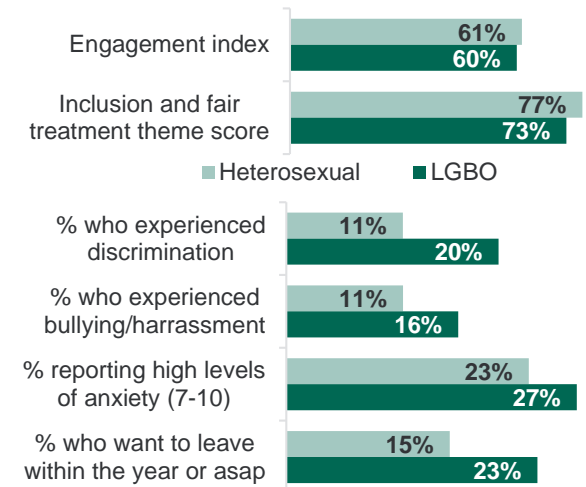
Breakdown of LGBO



There was a slight difference in the % of males and females declaring themselves to be LGBO:

Male - % LGBO 4.7% **Female - % LGBO 3.8%**

People Survey 2018



Source: IHAC/CSPS2018





Working pattern

Context

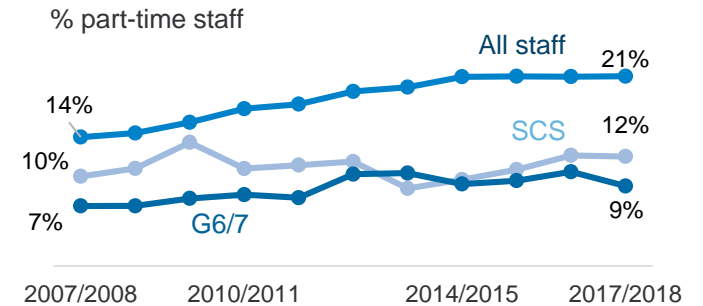
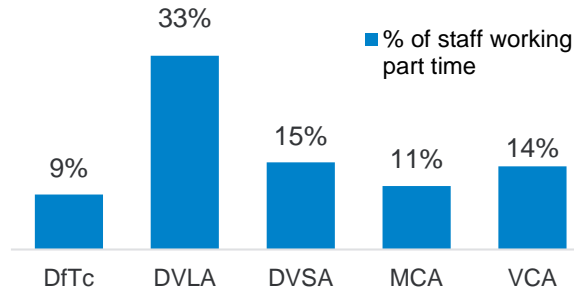
The proportion of staff working part time across DfT Group has remained at 21% for the last four years. This is a little lower than the proportion of all Civil Service staff who work part time. The proportion of part-time workers varies widely between the organisations in DfT Group, with the highest proportion in DVLA.

100%
21%

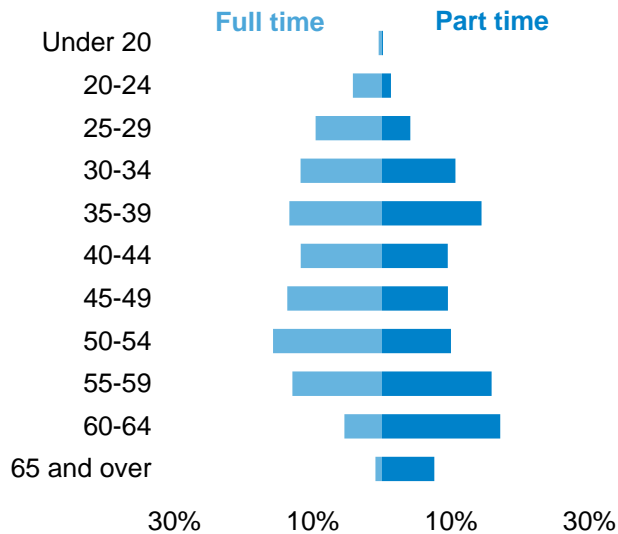
Working pattern is collected for all staff

of staff work part time

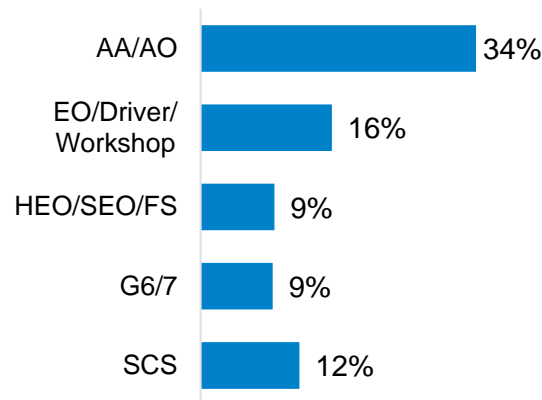
24%
Part-time workers in Civil Service
No change from last year



Age profiles of part-time and full-time staff differ: a higher proportion of part-time staff are in the older age groups

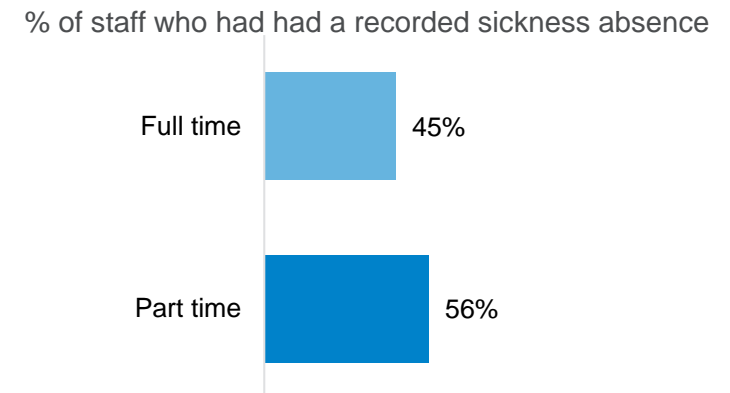


Working pattern by grade – overall across DfT Group, lower grades had a higher proportion part-time staff.



The exception to this was the SCS which had a higher proportion of part-time staff than grades HEO-G6.

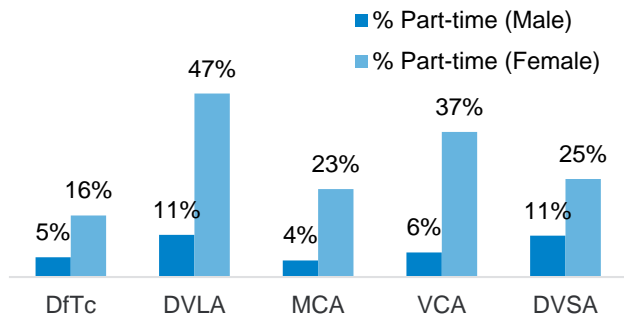
Sickness absence: For DfT group as a whole, part-time staff had a higher sickness absence rate than full-time staff. But this pattern was not consistent across all DfT group organisations, with DVSA part-time staff having a lower incidence of sickness absence than their full-time colleagues.



Gender

Staff working pattern is highly correlated with gender: females are more likely to work part time than male staff. This is particularly evident in DVLA, where 47% of females work part time, compared to 11% of male staff.

% of staff who worked part time



Leavers

Across DfT Group as a whole, there was no significant difference in the leaving rates for staff in different age groups.

8% Full-time staff left
10% Part-time staff left

The slightly higher rates for part-time staff is partly driven by a significantly higher leaving rate for part-time staff in DVSA, likely to be due to retirements.

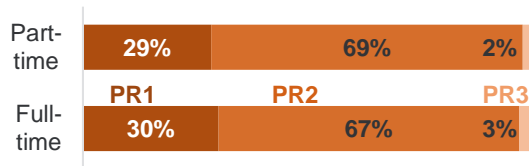
Recruitment

The working pattern of applicants to posts in DfT Group is not collected in the data analysed for recruitment.

Performance management

Across DfT group as a whole, the likelihood for getting different performance descriptors was very similar for full-time and part-time staff.

Distribution of performance marks* (DfT Group)



In DVLA and DVSA, working pattern was significantly linked to whether or not staff received a higher performance descriptor, with full-time staff more likely to get the higher marks than part-time staff.

Note that working pattern is correlated with age and job role both of which are also linked to performance marks.

* % do not sum to 100% due to rounding

Promotions

Promotion rate shows those who have been promoted within the DfT Group (does not include staff promoted to OGDs).

8% Full-time staff promoted
2% Part-time staff promoted

In DVSA and DVLA, the difference in promotion rates for part-time and full-time staff was significant – staff who worked full time were more likely to be promoted than staff who worked part time.

Age is correlated with working pattern, as is job role, and both of these are also associated with promotion rates, and may be a big driver in the difference in rates for full-time and part-time staff.

People Survey 2018



Source: IHAC/CSPS2018





Data Sources

Unless otherwise stated, the data shown is from the Equality Monitoring (EM) dataset. People Survey data has been used instead of Equality Monitoring data where the People Survey provided information that is not covered by Equality Monitoring, for example bullying and harassment.

Analysis presented here on People Survey data was carried out by IHAC on the microdata provided by Cabinet Office. Those who carried out the original collection and analysis of the people survey data bear no responsibility from their further analysis or interpretation.

83% of DfT Group staff responded to the 2017 People Survey. There has been no statistical analysis of the People Survey data – the charts here show the responses of different groups of staff, without assessment of any statistical significance.

Questions about disability status are phrased differently in the People Survey to the statements that are available on the HR systems from which the EM data is drawn, so there will be slight differences in individual declarations in the two different systems. The People Survey also offered a non-binary gender option which is not currently available in most individual HR systems.

Working age population data are from the Annual Population Survey (Oct. 2016-Sept. 2017) and Office for National Statistics (ONS) mid-year population estimates for 2016. Transport sector data are from the Annual Population Survey (Apr. 2016-Mar. 2017). Civil Service statistics are from the Annual Civil Service Employment Survey (2017).

Data coverage and quality

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 paid maternity leave are included in the staff in post dataset, although excluded from the sickness absence analyses.

DfT is keen to achieve high declaration rates and has set its own target to exceed 70% of known characteristics for all diversity strands.

Other data notes

Results described in this report are based on the outcomes of statistical tests. These tests are used to identify statistically significant differences between groups – that is, differences larger than the likely range of natural variation. The 99% confidence level is used unless otherwise stated.

Where the number of staff in the minority group is small, or the number in the sub group we are looking at is small (for example, when splitting staff by grade group), statistical analysis is not possible.

Geographical comparisons relate to the local working-age population in individual offices' catchment areas. For example, for DVLA, with all but 38 staff based in Swansea, comparison was with the local working-age population combined from Carmarthenshire, Neath Port Talbot, Powys and Swansea.

Recruitment data for posts up to and including Grade 6 is provided by Civil Service Recruitment. Recruitment through other routes (for example the Fast Stream or internal Expressions of Interest) is not included. Some applicants may have applied for more than one campaign.

Sift results could be unknown for three reasons: the application is awaiting sift; the application is on hold after the sift; or, the candidate had withdrawn their application at any stage of the process. "Unsuccessful" at the sift stage also includes those who were screened out from the recruitment process.

Staff promotion data is based on staff who were in the Department on both 31st March 2017 and 31st March 2018, and considers them to have been promoted if their grade has increased during that period. It does not include staff who were promoted on entry into the Department.

For more detail on the data and analysis and full tables of results published alongside this storyboard. The People Survey results will be available here: [People Survey](#)

