Equality Monitoring 2010/11

Equality Monitoring in DVLA

V1.0

In House Analytical Consultancy

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GORS
Government Operational Research Service

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Chapter 1: Management Summary

1.1 Introduction

This report is an analysis of staff diversity, for staff in post between 1st April 2010 and 31st March 2011.

The analysis looks at staff in post, cessations, grievances and discipline, and training, and considers whether there were significant differences with respect to sex, race, disability, pay band, age, sexual orientation, religion and belief, job type and working pattern.

Where possible, comparisons have been made against the previous year.

The inequalities and differences identified have been described in non-statistical terms throughout this report. However, where differences have been found to be statistical significant, this has been highlighted. By statistically significant, we mean that the difference is unlikely to have occurred by chance. Where results are not specifically discussed, this generally means that no statistically significant inequalities were found.

1.2 DVLA Structure and Organisation

The DVLA is an Executive Agency of the Department for Transport (DfT), whose primary purpose is to maintain accurate driver and vehicle registers. They also provide flexible, secure access to this data to those who need it, most notably the Police, Courts and Local Authorities.

As of 31st March 2011, there were 6,178 staff in post in DVLA, split across seven pay bands and two job roles:

- Operational – essentially "front line" staff, e.g. answering telephones, making up licences, etc., and
- Non-operational – those who provide business support to the agency, e.g. in Human Resources, finance and policy.

Please note that Senior Civil Service (SCS) staff are included in the Equality Monitoring analysis for DfT(C) and not in this report.

A majority of all DVLA staff (both operational and non-operational) worked in Swansea (80.6%), an additional 2.4% worked in London, and the remaining 17% worked elsewhere in Great Britain (GB).

1.3 Restructuring in DVLA

During the reporting period DVLA has undertaken substantial restructuring of its Directorates, as well as restructuring teams and management commands. However, this restructuring has not resulted in job losses, as all moves and changes have been made in the interest of improving efficiency and reducing costs to make better use of existing resources.

1.4 Key Findings: Overall

- 6,178 staff employed at 31st March 2011; majority based in Swansea.
- Females were over-represented at all locations.
- Declaration rate for race increased from last year.
- Compared with the local working-age populations, there were more white staff and fewer disabled staff than expected at Swansea and Other (non-London) GB locations.
- Fewer younger (under 25 years) and older (60-64 years) staff than expected at Swansea and Other GB locations, compared with the local working age population.
- Over a quarter of staff were part-time; an increase from last year.
- Staff that had fewer days of sickness absence were more likely to have achieved a higher PMR mark.

1.5 Key Findings: Sex

DVLA had more females than males in all of its locations, although this did vary across the pay bands. There tended to be more females in lower pay bands and more males in higher pay bands.

Over-representation of females was more prevalent in operational roles.

Compared with the proportion of male staff in post, there were more male leavers than expected and a higher proportion of discipline cases that involved male staff than expected.

1.6 Key Findings: Race

The declaration rate for race increased from last year. The proportion of white staff increased from last year.

When staff in post were compared with their local working-age populations, there were significantly more white staff than expected working in Swansea and in Other (non-London) GB locations. The race profile of staff working in London was representative of the local working-age population.

Within operational staff, PB1 and PB5 had more white staff than expected compared with other pay bands.

The proportion of leavers with an unknown/undeclared race was higher than the proportion of staff in post with an unknown/undeclared race.

1.7 Key Findings: Disability

There were fewer disabled staff than expected at Swansea and Other GB locations (not London or Swansea), compared with the local working-age populations. The disability profile of staff working in London was representative of the local working-age population.

The proportion of disabled staff generally decreased as pay band increased. In particular, within operational staff, PB1 had more disabled staff than expected and within non-operational staff, PB5 and PB7 had fewer disabled staff than expected, compared with other pay bands.

There were fewer non-disabled leavers than expected, compared with the proportion of non-disabled staff.

1.8 Key Findings: Age

There were fewer younger (under 25 years) and older (60-64 years) staff than

expected at Swansea and Other (non-London) GB locations, and two distinct peaks in the age profile at 25-34 years and 45-54 years.

The age profile of staff in London was similar to the local working-age population but with fewer staff aged less than 25 years.

As may be expected, staff in the lower pay bands were younger and staff in the higher pay bands were older.

Generally, male staff were younger than female staff and non-disabled staff were younger than disabled staff.

1.9 Key Findings: Working pattern

Over a quarter of staff were part-time; an increase from 2009/10. The majority were operational staff, in the lower pay bands (PB1-2) and female.

Compared with the proportion of staff in post that were part-time, there were more part-time leavers than expected.

1.10 Key findings: Learning and Development

More recorded training was undertaken by non-operational staff than operational staff.

Younger staff and full-time staff were significantly more likely to have had training.

Staff in the higher pay bands (PB3 - 6) were significantly more likely to have had training, and staff in the lower pay bands (PB1-2) significantly less likely.

1.11 Key Findings: Recruitment

Applicants for posts advertised outside DVLA consisted of:

- Male/female proportions similar to local working-age population.
- High proportion of unknown/undeclared race.
- More non-disabled than the corresponding proportion in the local working-age population.

A significantly lower proportion of BME PB1 applicants were successful at the sift stage, compared with other PB1 applicants.

A significantly higher proportion of disabled PB2 applicants were successful at the sift stage, compared with other PB2 applicants.

Disabled PB3 applicants were significantly more likely to be appointed compared with other PB3 applicants.

1.12 Key findings: Sickness Absence

A similar proportion of operational and non-operational staff had sickness absence.

Operational staff

Female staff were more likely to have had sickness absence than male staff, as were younger staff compared with older staff, disabled staff compared with all other staff and staff in the lowest pay bands (PB1-3) compared with staff in other pay bands.

Of staff that had sickness absence; older staff had more absence than younger staff, part-time staff had more than full-time staff and disabled staff had more than their colleagues.

Non-operational

PB5 and PB7 staff were less likely to have taken sickness absence than staff in other pay bands, as were non-disabled staff compared with their colleagues and older staff compared with younger staff.

Of staff that had sickness absence; older staff had more absence than younger staff and non-disabled staff had less absence than their colleagues.

1.13 Key findings: Performance management

Sickness absence was the most significant variable; staff that had fewer days of sickness absence were more likely to have achieved a higher PMR mark.

Female staff were more likely to have achieved a higher mark than male staff.

Additionally for **operational staff**, disabled staff were less likely to have achieved a higher PMR mark than their colleagues, as were PB2 staff compared with staff at other pay bands.

Additionally for **non-operational staff**, PB1 and PB2 staff were less likely to have achieved a higher PMR mark compared with staff at other pay bands, as were non-disabled staff compared with all other staff.

1.14 Information Recommendations

The quality of the data overall was good as was the assistance and additional information provided in order to help process and analyse the data.

The declaration rate for race had increased, which enabled more accurate statistical analysis to be carried out. The declaration rate for disability remains high. The declaration rates for sexual orientation and religion/belief increased but could be improved. It is recommended efforts are continued to maintain or improve declaration rates.

Chapter 2: Introduction

2.1 Equality Monitoring

This report contains an analysis of the diversity of DVLA staff for 2010-11.

The aim of the analysis was to:

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

2.2 Analysis and reporting

This analysis has considered the following areas of diversity: Sex, Race, Disability, Age, Working pattern, Sexual orientation, and Religion and belief.

And for the following datasets: Staff in post, Recruitment, Cessations, Performance management reports, Learning and development, Disciplinary cases, Grievance cases and Sickness absence.

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

Throughout this report any references to *declaration rates* or *staff who had declared their [e.g. disability] status* apply to staff who have identified with a particular diversity category – such as "disabled", or "White British". In other words, for the purposes of this report, staff who have declared that they prefer not to say have been grouped with those for whom no information is available and described as unknown/undeclared. So, if 10% of staff had chosen not to specify their race, and information was not available for a further 20%, we would quote 70% as the declaration rate, even though technically 80% had made a declaration.

The term *diversity group has* been used throughout the report rather than *protected group*. This is because the analysis has considered groupings such as job types and pay bands.

Data for this report was provided by DVLA HR, and has been summarised in the annex tables provided with this analysis.

Recruitment data was provided by the Shared Services Centre (SSC).

2.3 Data coverage and quality

Data related to staff in post at the end of 31st March 2011, and cessations between 1st April 2010 and 31st March 2011.

For the purpose of this report, Senior Civil Service (SCS) staff in DFT(C)'s Agencies have been included along with the SCS in DFT(C).

Staff on maternity leave and staff on career breaks are not included in the analysis, and nor are staff who are not civil servants (e.g. consultants, temporary administrators etc).

Data on staff sex, age and pay band are held for each member of staff, but data on disability, race, sexual orientation and religion / 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.

The staff within this report were categorised into two groups for the analysis: operational and non-operational.

Chapter 3: Staff in post and geographical distribution of staff

This chapter considers the geographical distribution and the diversity mix of DVLA staff.

It compares the diversity of staff at each main location with the diversity of the local working-age population.

Key findings

- 6,178 staff employed at 31st March 2011; majority based in Swansea.
- 62.5% were female.
- Of those identifying with a race category, 2.4% had declared themselves BME.
- Of those identifying with a disability status, 17.4% had declared themselves as disabled.

Swansea and Other locations

- More female staff, more white staff and fewer disabled staff than expected compared with the local working-age populations.
- Fewer staff aged less than 25 years and 60-64 years than expected, and two distinct peaks in the age profile at 25-34 years and 45-54 years.

London

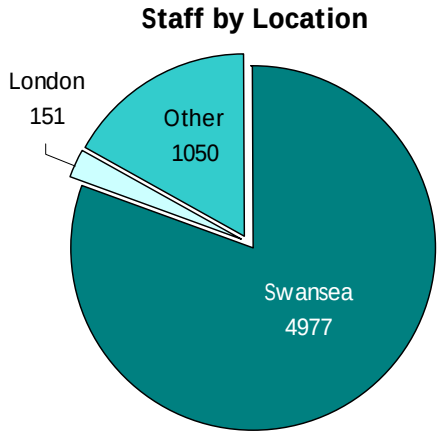
- More female staff than expected, but representative of the local working-age population in terms of race and disability profile.
- Age profile was similar to the local working-age population, with the exception of there being fewer staff aged less than 25 years.

Job Role

- 82.8% of staff were in operational roles.
- Over-representation of females was more prevalent in operational roles.
- Non-operational staff tended to have an older age profile than operational staff.

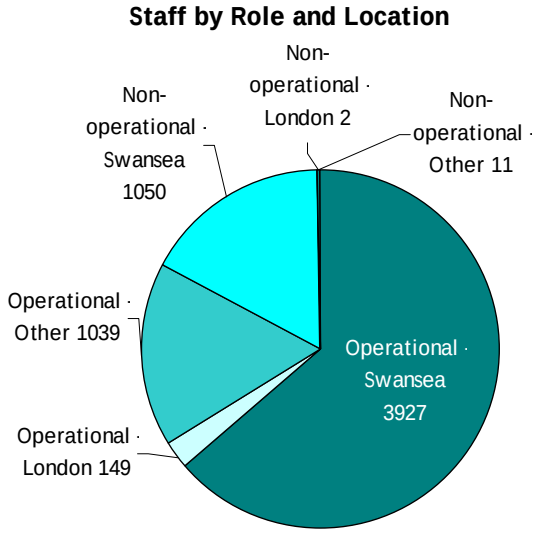
3.1 Geographical distribution of DVLA staff

At midnight on 31st March 2011, there were 6,178 staff in DVLA. Staff were mainly based in Swansea; the chart below shows the number of staff in each location.



The majority of DVLA staff (82.8%) were in operational posts. Of the 5,115 operational staff, over three quarters (76.8%) were based in Swansea, 2.9% in London and the remaining 20.3% in Other locations.

Of the 1,063 non-operational staff, nearly all (98.8%) were based in Swansea.



3.2 Diversity profile of DVLA staff

For all diversity types, comparisons have been drawn with local working-age populations.

For **Swansea**, this means the city and county of Swansea, along with the neighbouring counties of Carmarthenshire, Neath Port Talbot and Powys.

For **London**, this means all London boroughs and their neighbouring counties.

Other locations are compared with the GB working-age population as a whole, which includes all counties in Great Britain.

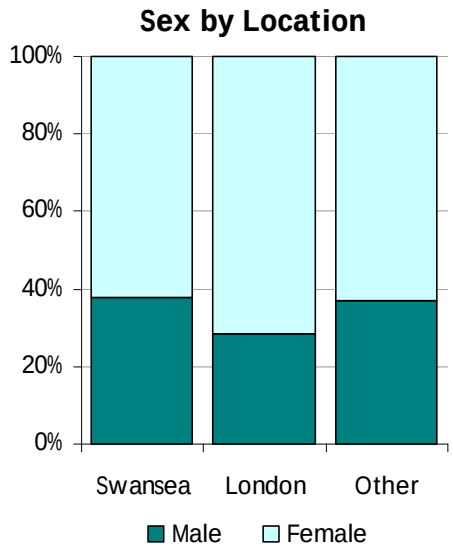
Most results by location are not reported by job role, due to the small number of non-operational staff based at locations other than Swansea. However where there are notable differences between the diversity profiles of operational and non-operational staff, they are reported separately.

3.2.1 Sex

The majority of staff were female (62.5%); the proportion of females was higher in operational staff (63.7%) than non-operational staff (56.5%).

Operational staff

There were significantly higher proportions of female staff in all locations compared with the respective local working-age populations. The London office had the highest proportion of female staff (71.5%).



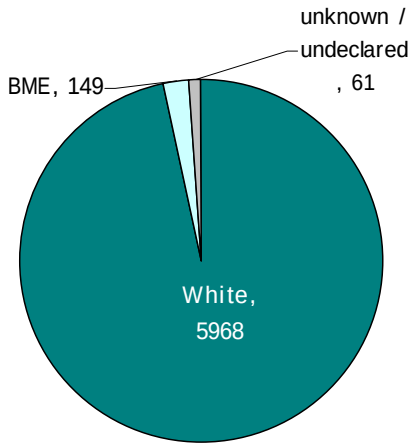
Non-operational staff

The Swansea office had a significantly higher proportion of female staff (56.5%) compared with the proportion in the local working-age population.

3.2.2 Race

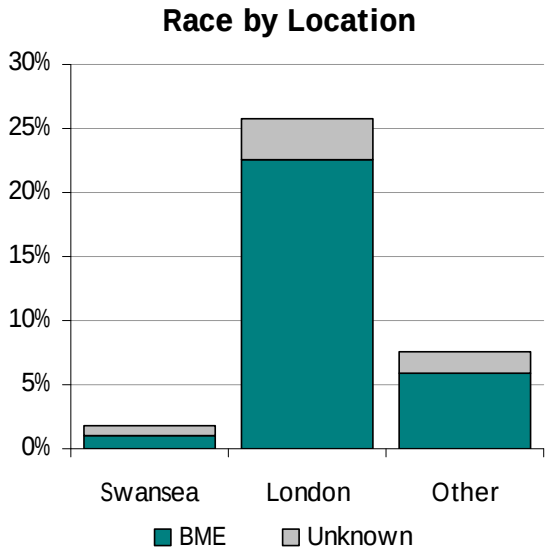
Of the 6,178 staff, race information was unknown for 28 staff (0.5%) and undeclared for 33 staff (0.5%).

6,117 staff identified with a race category - a 99.0% declaration rate[1]. Of those, 2.4% had declared themselves as BME (black or minority ethnic).



[1] See section 2.2 for definition of declaration rate.

The three locations had different distributions of staff by race. In London the proportion of staff declaring[2] themselves BME (23.2%) was similar to the local working-age population (23.8% BME). However in the Swansea office and in Other locations, there was a significantly lower proportion of BME staff than in the respective local working-age populations.



The race profiles of DVLA's operational and non-operational staff at Swansea were similar.

3.2.3 Disability

Disability information was not available for 305 staff (4.9%) and undeclared for 405 staff (6.6%).

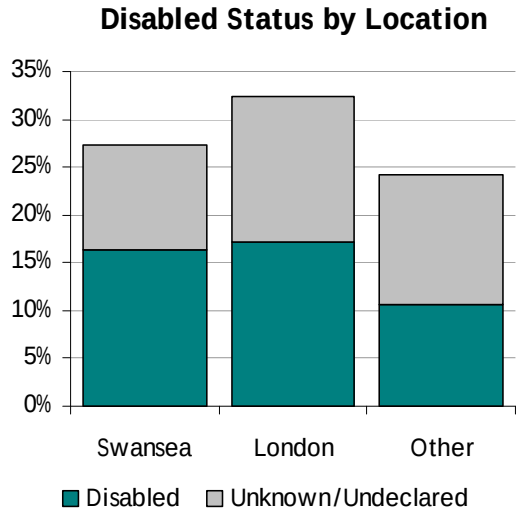
5,468 staff identified with a disability status – 88.5% declaration rate. Of those, 17.4% (950 staff) had declared a disability and the remaining 82.6% (4,518) declared themselves non-disabled.

Of staff who had identified with a disability status, the proportions declaring themselves disabled at both

[2] See section 2.2 for definition of 'staff declaring themselves'

Swansea (18.3%) and Other locations (12.3%), was significantly lower than the proportion of disabled in the local working-age population[3] (25.0% and 20.0% disabled, respectively).

In the London office, the proportion of disabled staff was not significantly different from that of the local working-age population.

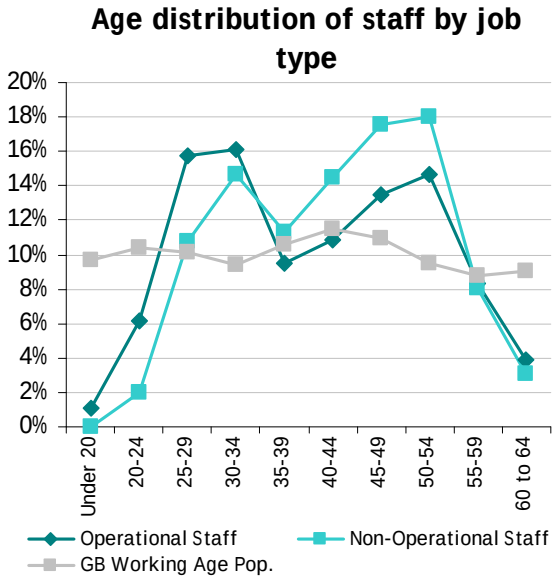


The disability profiles of DVLA's operational and non-operational staff at Swansea were similar.

3.2.4 Age

The age profile of operational and non-operational staff is shown in the graph below[4], alongside that of the GB working-age population.

There were two distinct peaks in the age distribution of staff; at 25-34 and 45-54 years. Non-operational staff tended to have an older age profile than operational staff – with the first peak more pronounced for operational staff and the second peak more aligned with non-operational staff.



Swansea

Staff in Swansea followed a similar age profile as shown in the graph above. There were significantly fewer staff less than 25 years and 60-64 years, and significantly more staff aged 30-34 and 45-49, compared with the local working-age populations.

In addition, there were significantly higher proportions of operational staff aged 25-29 and lower proportions aged 55-59 than expected, and significantly higher proportions of non-operational staff aged 40-44 than expected.

London

The age profile of London staff was more similar to the local working-age population. There were no staff under 20 years old based in London, significantly fewer than expected compared with the local working-age population (8.7%).

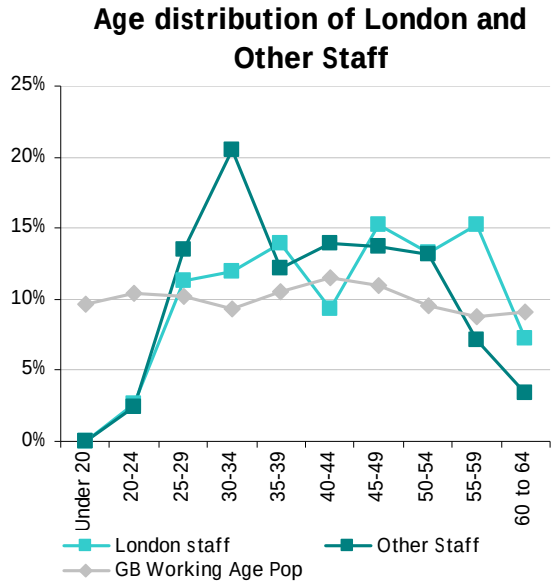
Other locations

The age profile of staff in Other locations had a single peak at 30-34 years, which accounted for 20.5% of staff and was

[3] For the disability status of the working-age populations, the definition of disabled includes both those with a disability covered by the Disability Discrimination Act and those with a work-limiting disability.

[4] There were an additional 11 staff aged 65 and over; these have not been included in the comparison with the working-age population.

significantly higher than expected, compared with the GB working-age population. There were also significantly more staff aged 50-54 years and significantly fewer staff less than 25 years and 60-64 years than expected.



3.3 Sexual orientation

Sexual orientation information was not available for 585 staff (9.5%) and undeclared for 4,459 staff (72.2%).

Of the 1,134 staff (18.4% of all staff) that identified with a sexual orientation category, 1,101 declared themselves as heterosexual and 33 declared themselves to be either gay man, lesbian, or bisexual.

3.4 Religion and belief

Religion and belief information was not available for 874 staff (14.1%) and undeclared for 4,584 staff (74.2%).

Of the 720 staff that identified with a religion and belief category (10.7% of all staff), 558 declared a religion and 164 declared themselves as Atheist, Agnostic or having no religion.

3.5 Maternity leave

There were 145 staff on paid or unpaid maternity leave at 31st March 2011. 104 staff returned from maternity leave into the agency during the year.

Chapter 4: Staff in post across pay bands

This chapter considers how the diversity groups were distributed across the pay bands within the two main job types: operational and non-operational.

The analysis takes each pay band in turn and compares it with all the others.

In this section, “significantly more females than expected” means that there were significantly more females in a particular pay band compared with the proportion of females in other pay bands. It does not compare the proportion of females with the local working-age population.

Key findings

Overall

- Generally more females in lower pay bands and more males in higher pay bands.
- Staff in the lower pay bands tended to be younger and staff in the higher pay bands, older.
- Over a quarter of staff were part-time; majority were operational staff, in the lower pay bands (PB1-2) and female.

Operational staff

- Majority of staff in lower pay bands (PB1-2).
- PB1 had more males, more white staff, and more disabled staff than expected.
- PB2 had more females and fewer white staff than expected.
- There were more white staff than expected at PB5.

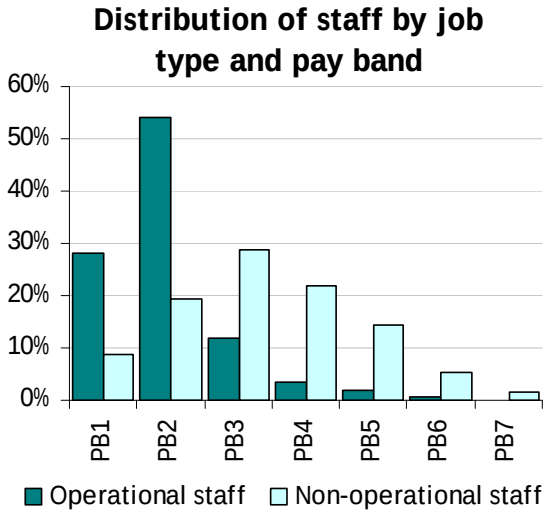
Non-operational staff

- PB2 had more females, and PB1, and PB5-7 had more males than expected.
- There were fewer disabled staff than expected in PB5 and PB7.

4.1 Distribution of staff by diversity group

The following sections describe how staff in each diversity group were distributed within DVLA.

The majority of operational staff were in the lower pay bands (82.2% of all operational staff were in PB1 or PB2) and a significant proportion of staff in the higher pay bands (PB3-7) were non-operational staff. As a result each job type has been considered separately for the across pay band analysis.



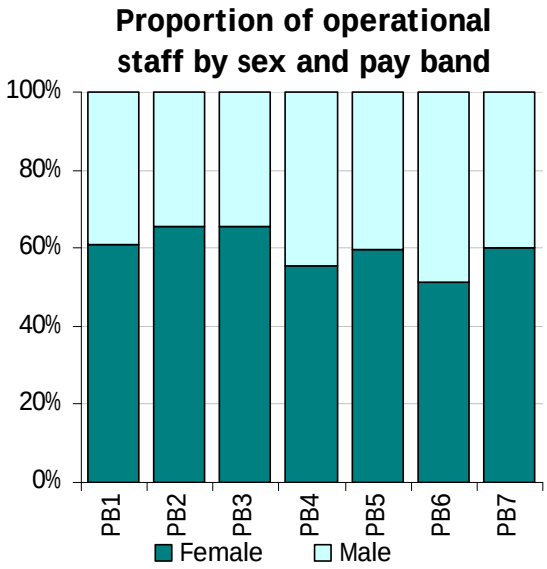
4.1.1 Sex distribution

In DVLA as a whole, there were more female staff (62.5%) than male staff.

Generally, there was a higher proportion of female staff in the lower pay bands and a higher proportion of male staff in the higher pay bands.

Operational staff

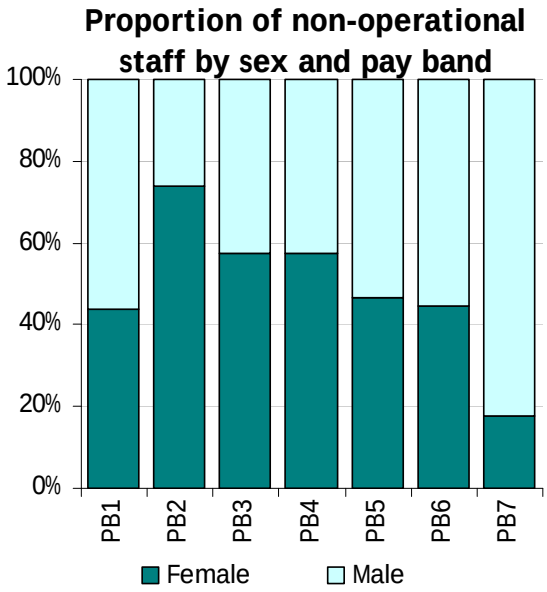
Operational staff had a fairly even proportion of female staff throughout the pay bands, shown in the following chart.



PB1 had significantly higher proportion of male staff than expected (39.3% compared with 36.3% for all operational staff), whilst PB2 had significantly higher proportion of female staff (65.7% compared with 63.7%).

Non-operational staff

Unlike operational staff, female non-operational staff were not evenly distributed across the pay bands.



As with operational staff, there were significantly more male staff than expected in PB1 (56.4% compared with 43.5% for all non-operational staff) and significantly more female staff than expected in PB2 (73.9% compared with 56.5%).

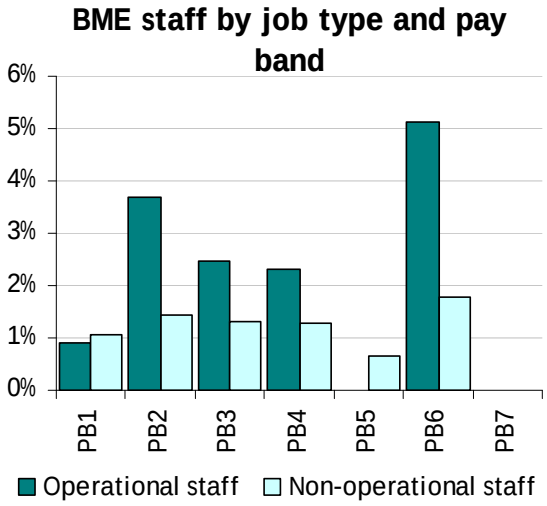
There were also significantly more males at the higher pay bands (PB5 - 53.6%, PB6 - 55.4% and PB7 - 82.4%) than expected, although the result for PB6 was less statistically significant than the others.

4.1.2 Race distribution

There was a high race declaration rate (99%), with only 61 staff not declaring. The majority of those who had not declared their race were in PB2.

Of those that declared their race, 2.4% were BME. There were significantly higher proportions of staff declaring themselves BME in operational posts (2.7%) than in non-operational posts (1.2%).

The graph below shows the BME proportions varied by job role and by pay band.



Operational staff

PB2 had significantly fewer white staff than expected (95.0% compared with 96.3% for all operational staff). There were significantly more white staff than expected in PB5 (100%) and in PB1 (98.7%).

Non-operational staff

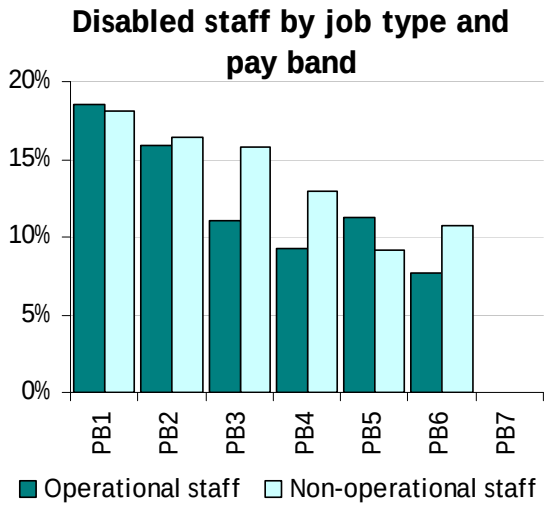
There were no significant differences in the proportions of non-operational staff declaring themselves BME across the pay bands.

4.1.3 Disability distribution

There was an overall declaration rate of 88.8%. Of those who declared their disability status, 17.4% declared themselves disabled.

A similar proportion of operational staff (17.7%), and non-operational staff (15.7%) declared themselves disabled.

The proportion of disabled staff generally decreased as pay band increased (with the exception of PB5 for operational staff and PB6 for non-operational staff).



Operational staff

There tended to be a higher proportion of disabled staff in the lower pay bands (PB1 and PB2). This was statistically significant in PB1, where there were more disabled staff, and PB3-4, where there were fewer.

Non-operational staff

The levels of declared disability across the pay bands were more even for non-operational staff, with the exception of PB5 and PB7, where there were significantly fewer disabled staff at than expected.

4.1.4 Age distribution

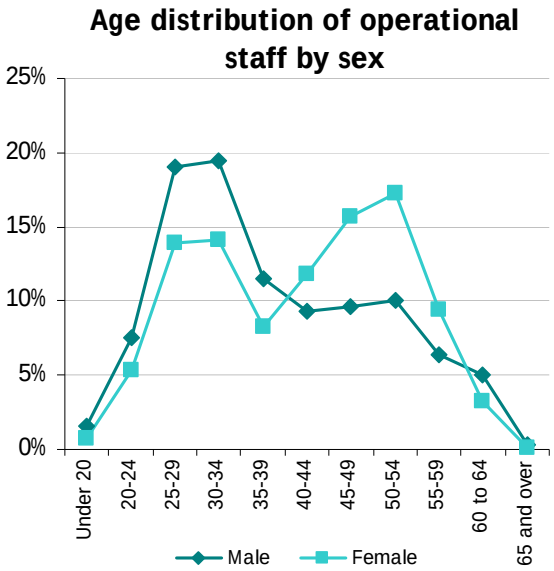
Staff in the lower pay bands (PB1-2) were significantly younger and staff in the higher pay bands (PB4 -7) were significantly older than their colleagues.

This pattern was seen over both job roles, although overall, operational staff tended to be younger (average age 40.3 years) than non-operational staff (average age 42.5 years).

4.1.4.1 Age / Sex

Operational staff

The age distributions of male and female staff differed significantly, generally males were younger than females. In particular there were more males than expected in the age group 25-34 years and more females in the age group 45-54 years.



Non-operational staff

The age distributions of male and female staff did not differ significantly.

4.1.4.2 Age / Race

For both operational staff, there was no significant difference between the age distributions of white and BME staff.

Due to the small numbers of non-operational BME staff, additional analysis by job role was not possible.

4.1.4.3 Age / Disability

Operational staff

The age distributions of disabled and non-disabled staff were significantly different. There were significantly fewer disabled staff than expected in the lower age groups (20-24, 25-59, and 30-34 years), and significantly more disabled staff in age group 55-59 years.

Non-operational staff

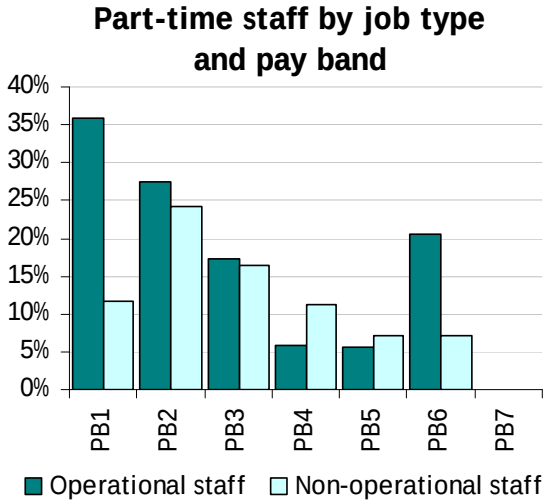
Generally, non-disabled staff were younger than disabled staff, with higher proportions of non-disabled staff in age groups younger than 45 years and higher proportions of disabled staff in age groups older than 44 years.

4.1.5 Work pattern

Over a quarter (25.1%) of DVLA's staff were part-time.

A significantly higher proportion of operational staff were part-time (27.4%) than non-operational staff (14.3%). Hence, staff who worked part-time tended to be in the lower pay bands, as more operational staff were in the lower pay bands. In particular, there were significantly more part-time staff in PB1-2 and significantly more full-time staff in PB3-7 when compared with other pay bands.

The following chart shows the proportion of part-time staff by pay band and job type.



Operational Staff

The proportion of operational staff that worked part time generally decreased as the pay band increased, with the exception of PB6 staff. There was a significantly higher proportion of part-time staff in PB1 (35.8%) compared with other pay bands, and a significantly higher proportion of full-time staff in PB3-5.

Part-time staff were significantly more likely to have been female (88.0% were female) and full-time staff male.

Full-time staff were more likely to have declared their religion or belief[5] status than part-time staff.

Non-operational staff

There was a significantly higher proportion of staff in PB2 who worked part-time (24.2%) and a significantly lower proportion of staff in PB5 who worked part time (7.2%) compared with other pay bands.

As with operational staff, part-time non-operational staff were more likely to have been female (91.4% were female) and full-time staff male.

Full-time staff were more likely to have declared a religion or belief (12.6%) than part-time staff (4.6%).

A significantly higher proportion of full-time staff than part-time staff were non-disabled.

[5] Results on religion or belief should be treated with caution due to low declaration rates.

Chapter 5: Year on year comparisons

This chapter looks at how DVLA has changed in terms of diversity in the year since the last Equality Monitoring report one year ago[6].

Key findings

- 1.9% decrease in staff numbers since last year.
- Declaration rates for race significantly increased.
- Proportion of staff having identified themselves as white significantly increased.
- Declaration rates for religion/belief and sexual orientation also increased.
- The proportion of part-time staff significantly increased.

5.1 Year on year comparison

5.1.1 Staff numbers

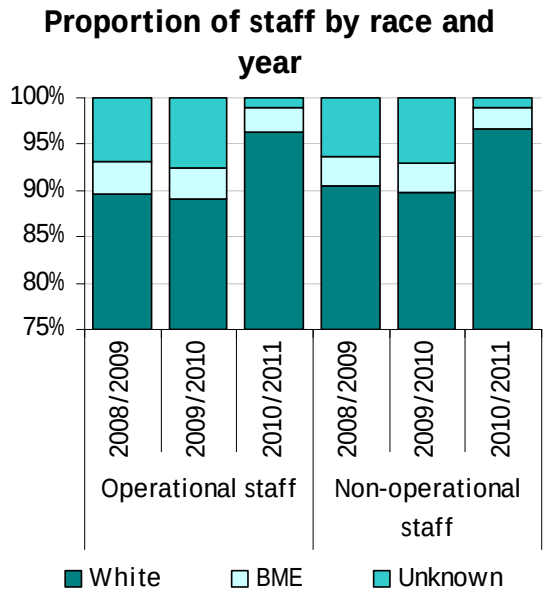
Overall, DVLA has decreased in size over the past year: on 31st March 2010, there were 6,296 staff in post, whereas on the same day in 2011 there were 6,178 staff. This is a change of -1.9%.

5.1.2 Change in diversity profile

The most important change in the diversity profile of staff has been the increased proportion of staff with known diversity status. This may be due to a system change introduced at DVLA in the last twelve months, where staff can now electronically change their diversity profile themselves[7]; previously they completed a paper form.

The proportion of staff with unknown race information decreased from 5.2% to 0.5%. The proportion of staff with undeclared race information also decreased from 1.9% to 0.5%. Hence the proportion of staff identifying with a race category (declaration rate[8]) significantly increased from 92.9% to 99.0%.

As a result of the increasing declaration rate, there was a significant increase in the proportion of white staff from 89.8% to 96.6% of all staff. This was true for both operational and non-operational staff.



The declaration rate for sexual orientation (proportion of staff identifying with a sexual orientation category) had

[6] The dates of birth for three staff have been corrected in historical data; this does not affect any analysis.

[7] This may explain why 70 staff in post with a known race status last year had a different race status this year - 59 staff declared themselves BME last year and white this year, 4 staff declared themselves white last year and BME this year, and 7 white staff last year had an unknown/undeclared race status this year.

[8] See section 2.2 for definition of declaration rate.

significantly increased from 10.4% last year to 18.4%.

The declaration rate for religion/belief (proportion of staff identifying with a religion/belief category) has also significantly increased from 5.3% last year to 11.7%.

The proportion of part-time staff has continued to increase since 2007/8, and there was a significant increase this year - from 22.8% in 2009/10 to 25.1% in 2010/11. The increase in part-time staff is particularly evident for operational staff in the lower pay bands.

Chapter 6: Recruitment

This chapter considers the equality mix of candidates applying to join DVLA in 2010/11.

Recruitment analysis has been split into three sections:

- The first section examines campaigns within the agency – that is, posts advertised within the agency.
- The following section examines campaigns outside the agency, and compares candidates with local working-age populations.
- The final section looks at the success of all candidates through the various stages of recruitment – sift and interview.

All of DVLA recruitment data was provided by the Shared Services Centre (SSC).

Data was collected for all recruitment campaigns launched during 2010/11.

Key findings

Diversity of applicants for posts advertised within DVLA

- 43 applicants – limited analysis.

Diversity of applicants for posts advertised outside DVLA

- Male/female proportions similar to local working-age population.
- High proportion of unknown/undeclared race.
- More non-disabled than the corresponding proportion in the local working-age population.

Success rate at sift stage

- Significantly lower proportion of PB3 applicants were successful, compared with other pay bands.
- BME PB1 applicants were significantly less likely to be successful compared with other PB1 applicants.
- Disabled PB2 applicants were more likely to be successful compared with other PB2 applicants.

Success rate at appointment

- Significantly higher proportion of PB2 applicants were appointed, compared with other pay bands.
- Disabled PB3 applicants were significantly more likely to be appointed compared with other PB3 applicants.

6.1 Diversity of applicants for campaigns within DVLA

There were 43 applicants for posts that were advertised within DVLA, of which:

- 24 had declared their sex (55.8% of all applicants), 9 were female.
- 17 applicants declared themselves white (39.5% of all applicants) and none BME.
- 23 applicants declared themselves non-disabled (53.5% of all applicants) and none disabled.

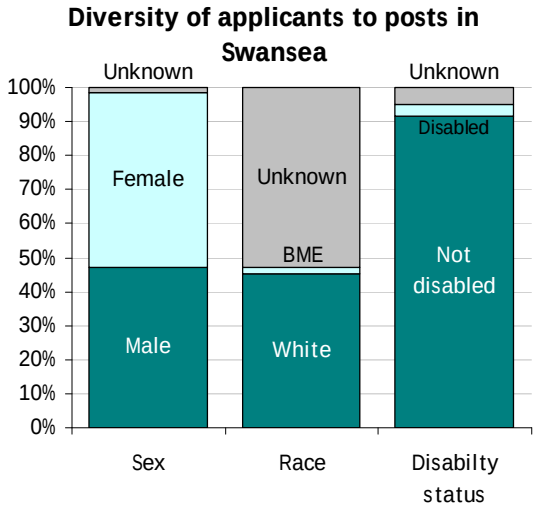
Due to the small number of applicants diversity analysis was not possible.

6.2 Diversity of applicants for campaigns outside DVLA

This section looks at the 2,252 applicants who applied for posts that were advertised outside DVLA (even if they were already an employee within the agency). This includes posts that were advertised across the DfT family, across the civil service and external to the civil service.

6.2.1 Swansea

There were 2,194 applications for posts at Swansea.



Sex

The sex was known for 98.6% applicants. Of these, 52.2% were female and the remaining 47.8% male - similar proportions to the local working-age population.

Race

The race of over half (53.0%) the applicants was unknown/undeclared. Of those applicants identifying with a race category, 96.2% were white (992 applicants) and the remaining 3.8% were BME (39 applicants).

Due to the high proportion of unknown/undeclared, analysis against the local working-age population was not possible.

Disability

The disability status of 113 applicants was unknown/undeclared.

Of the remaining 2,081 applicants, the majority (96.4%) declared themselves to be non-disabled, which is significantly more than the corresponding proportion in the local working-age population (75.0% non-disabled).

6.2.2 Other locations

There were 58 applicants to positions at Other GB locations (not Swansea), who were compared with the working-age population for Great Britain. All 58 applications were for positions in PB2.

Sex

The sex was known for 56 applicants. Of these, 46.4% were female and the remaining 53.6% male – similar proportions to the GB working-age population.

Race

Due to the high proportion of applicants with unknown/undeclared race

information (62.1% applicants), race analysis was not possible.

Disability

Of the applicants with a known disability status, 3.8% declared themselves disabled – significantly fewer than the proportion in the GB working-age population (20.0% disabled).

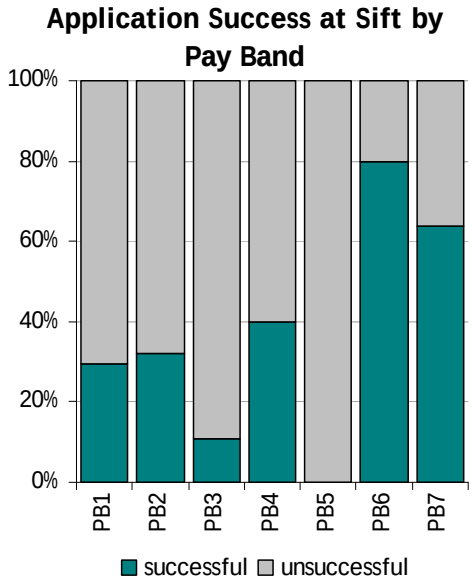
6.3 Sift to Appointment Analysis

This analysis compares the profile of applicants who were successful at sift and interview with those who were unsuccessful. Finally, it compares all applicants who were offered a job with those who were not.

All applications were included in this analysis: whether the post was advertised within the agency, within the DfT family, within the civil service or outside the civil service.

6.3.1 Sift

A sift outcome was known for 2,274 applications; 671 of these were successful.



Success rates for PB3 posts were significantly lower than those for other pay bands.

When each pay band was considered individually[9], a significantly lower proportion of BME PB1 applicants were successful at the sift stage compared with other PB1 applicants. Also a significantly higher proportion of disabled PB2 applicants were successful at the sift stage compared with other PB2 applicants.

6.3.2 Interview

Outcomes of the interviews of 656 applicants were known; 316 of these were successful.

The success rates for PB2 posts were significantly higher than those for other pay bands.

6.3.3 Appointed (Offered a job)

The outcome of the entire appointment process was known for 2,274 of the 2,295 applications; 314 of these were appointed.

When all successful applicants were compared with all unsuccessful applicants, there were significantly more applicants to PB2 posts that were successful, compared with other pay bands. When each pay band was considered individually, only PB3 had a significant factor – disabled applicants were significantly more likely to be successful than other PB3 applicants.

[9] Most diversity analysis of PB3-7 applicants was not possible due to small numbers

Chapter 7: Ceased employment

This chapter compares the profile of staff who left DVLA during 2010/2011 with that of staff in post at the end of the reporting year.

Key findings

- 266 staff left DVLA in 2010/11 – 4.2% of all staff employed at the beginning of this period.
- A higher proportion of leavers than staff in post were of unknown race.
- Compared with the proportions of staff in post, there were more PB1 leavers, more part-time leavers, more male leavers and fewer non-disabled leavers than expected.

7.1 Ceased Employment

266 members of staff left DVLA in 2010/11, 4.2% of the staff who had been in post at the end of the previous year (31st March 2010).

A similar proportion of operational and non-operational staff left DVLA – 4.3% of operational and 3.8% of non-operational staff who had been in post at the beginning of the year.

7.1.1 Race

Nearly one in ten (9.8%) leavers had an undeclared/unknown race, significantly higher than the staff in post proportion (one in a hundred, 1.0%). This may be due to incomplete records retained for staff that have left.

3.4% of leavers were BME staff - not significantly different from the proportion of BME staff in post (2.4%).

7.1.2 Pay band

Over 40% of leavers were PB1 staff – significantly higher than the proportion of staff in PB1 (24.8%). This was evident for both operational and non-operational staff.

7.1.3 Sexual orientation

29.7% of leavers had declared their sexual orientation, significantly higher than the staff in post proportion (18.4%).

7.1.4 Working pattern

There were significantly more part-time leavers than expected, compared with the proportions of part-time staff in post. This was evident for both operational and non-operational leavers.

7.1.5 Sex

Significantly more males left (44.4% of leavers) than expected, given the proportion of male staff in post (37.5%).

7.1.6 Disability

The disabled status of 223 leavers was known, of whom 22.4% were disabled (50) and 77.6% non-disabled (173).

Significantly less non-disabled staff left (65.0% of all leavers) than would be expected, given the proportion of non-disabled staff in post (73.1%).

Of the 41 non-operational staff leavers, 13 (31.7%) had an unknown/undeclared disability status, 5 (12.2%) were disabled and the remaining 23 (56.1%) were non-disabled. The proportion (31.7%) of no-operational staff leavers with an undeclared/unknown disability status was significantly higher than the staff in post proportion (10.8%). Again, this may be due to incomplete records on the staff that have left.

Chapter 8: Performance Assessment

This chapter looks at the Performance Management Reports (PMRs) that had been returned for the reporting year.

Based upon their performance during the reporting year, staff in DVLA were given a PMR that states a continuous mark from 0 to 118. A PMR mark is considered as acceptable at a mark of 70 or above.

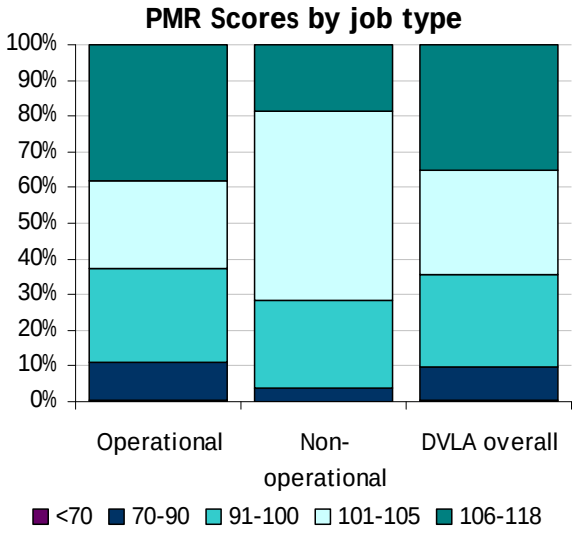
Unlike previous years where PMR marks were grouped into two categories, this year's analysis used the DVLA continuous mark, analysing the mark achieved against diversity factors (sex, race and disability status), as well as pay band, age, job type and sickness absence.

Key findings

- 5,858 PMR records were available for DVLA staff; 99.5% were at the acceptable mark of 70 or above.
- Both **operational and non-operational staff** sickness absence was the most important variable; staff that had fewer days of sickness absence were more likely to achieve a higher PMR mark.
- **Operational staff** – PB2 staff were significantly less likely, and non-disabled staff and female staff significantly more likely to have achieved a higher PMR mark.
- **Non-operational staff** – PB1 and PB2 staff, and disabled staff were significantly less likely and female staff significantly more likely to have achieved a higher PMR mark.

8.1 DVLA Overall

5,858 PMR records were available for DVLA staff. 99.5% of staff who had a PMR achieved an acceptable mark (mark of 70 or above).



The PMR marks for non-operational staff were concentrated around 101-105, whereas operational staff marks were more evenly spread. However, there was no significant difference between the PMR marks given to operational and non-operational staff.

8.1.1 Operational staff

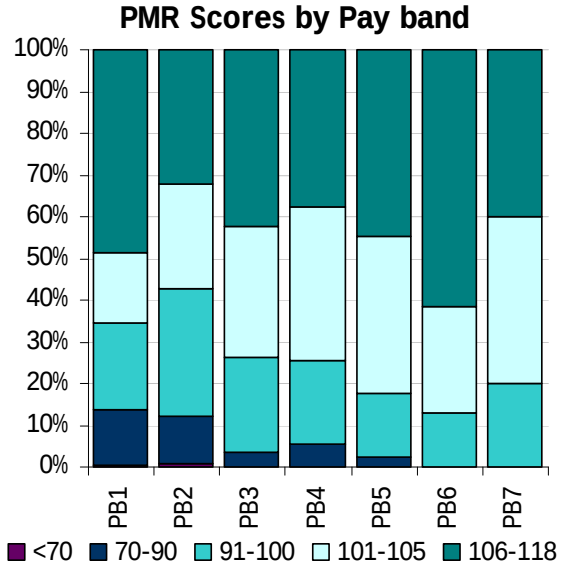
4,889 PMR records were available for operational staff, of which 99.4% had achieved an acceptable mark (70 or above) and 62.9% achieved a mark over 100.

Sickness absence

Staff that had fewer days of sickness absence were significantly more likely to have achieved a higher PMR mark than staff that had more days sickness absence. This was the case for all pay bands, except PB5 and PB7, when each pay band was considered individually.

Pay band

Staff in PB2 were significantly less likely to have achieved a higher PMR mark than staff within other pay bands.



Disability status

Non-disabled staff were significantly more likely to have achieved a higher mark than their colleagues - 65.8% of non-disabled staff achieved a PMR mark over 100 compared with 54.2% of disabled staff and 56.2% of staff with unknown/undeclared disability status. This was also evident at pay band group PB1-3.

Sex

Female staff were significantly more likely to have achieved a higher PMR mark than male staff; 63.6% of female staff achieved a mark over 100, whereas 61.5% of male staff achieved this level. This was also evident at pay band group PB1-3.

Race

White staff were significantly more likely to have achieved a higher mark than their colleagues – 63.6% of white staff achieved a PMR mark over 100 compared with 45.0% of BME staff and

47.1% of staff with unknown/undeclared race. This was also evident at pay band group PB1-3.

8.1.2 Non-operational staff

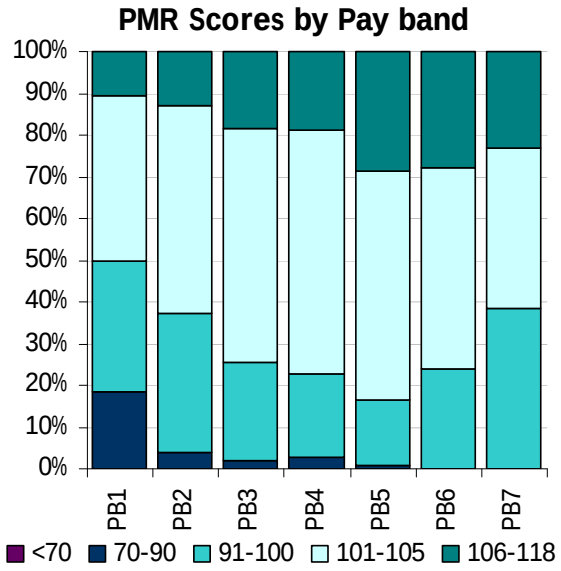
969 PMR records were available for non-operational staff. All staff achieved an acceptable mark of 70 or above and 71.7% achieved a mark over 100.

Sickness absence

As with operational staff, sickness absence was the most important factor; staff that had fewer days of sickness absences were significantly more likely to have achieved a higher PMR mark than staff that had more days of sickness absence. This was the case for all pay bands.

Pay band

Staff in pay bands PB1 and PB2 were significantly less likely to have achieved a higher PMR mark compared with staff in other pay bands.



Disability status

Disabled staff were significantly less likely to have achieved a higher mark than their colleagues - 54.6% of disabled staff had achieved a PMR mark over 100 compared with 75.5% of non-disabled staff and 68.9% with unknown/undeclared disability status. This was true at pay band groups PB1-3 and PB4-5 too.

Sex

As with operational staff, female non-operational staff were significantly more likely to have achieved a higher mark than male staff. 75.9% of female staff achieved a PMR mark over 100 compared with 66.4% of male staff. This was also evident at pay band group PB1-3.

Chapter 9: Learning and Development

This chapter considers days of recorded training undertaken by each diversity group.

The training analysed here only includes DVLA training booked and recorded through their Shared Access Portal. It is therefore likely that this understates the total amount of training actually undertaken, as some informal DVLA training may not have be recorded.

All reference to “training” in this chapter means recorded training as described above.

Key findings

- On average, each member of staff undertook 0.8 days of recorded training.
- More recorded training was undertaken by non-operational staff than operational staff.
- Younger staff and full-time staff were significantly more likely to have had training.
- **Operational** staff - PB3, PB4, PB5 and PB6 staff, and heterosexual staff were significantly more likely to have had training.
- **Non-operational** staff - PB1 and PB2 staff were significantly less likely to have had training.

9.1 DVLA overall

Staff undertook 4,664 days of recorded training in 2010/11 – an average of 0.8 days per member of staff in post.

Non-operational staff were significantly more likely to have undertaken training, and of those who had training, had significantly more days training, compared with operational staff.

9.1.1 Operational staff

All staff

Operational staff had, on average, 0.5 days of recorded training per person, a total of 2,556 days of training.

PB3 to PB6 staff were significantly more likely to have had training compared with staff at other pay bands.

Full-time staff (32.0% had training) were significantly more likely to have had training compared with part-time staff (16.4%).

Younger staff were significantly more likely to have undertaken training than older staff.

Staff declaring themselves heterosexual were significantly more likely to have had training than staff declaring themselves LGB and staff with unknown/undeclared sexual orientation.

In pay band groups PB1-3 and PB6-7, staff that had declared a religion were significantly more likely to have had training compared with their colleagues.

Additionally in the lowest pay band group (PB1-3), white staff were significantly more likely to have had training compared with BME staff and staff with unknown/undeclared race. Also, disabled staff and staff who had taken sickness absence were less likely to have had training compared with their colleagues.

Staff with recorded training

Of the 1,419 operational staff who undertook recorded training, the average was 1.8 days training per person.

Significantly more days of training than expected were undertaken by younger staff compared with older staff, and by staff in pay bands PB3 to PB6 compared with staff at other pay bands.

9.1.2 Non-operational staff

All staff

Non-operational staff had, on average, 2.0 days of recorded training per person, a total of 2,108 days of training.

Full-time staff (56.2% had training) were significantly more likely to have had training compared with part-time staff (38.8%). This was evident in the lowest (PB1-3) and highest (PB6-7) pay band groups too.

PB1 and PB2 staff were significantly less likely to have had training compared with staff at other pay bands.

Younger staff were significantly more likely to have undertaken training than older staff. This was true for staff in PB1-3 too, when looking at pay band groups.

At pay band group PB4-5, BME staff were significantly less likely to have undertaken training than white staff and staff with an unknown/undeclared race.

Staff with recorded training

571 non-operational staff recorded training, with, on average, 3.7 days training per person.

PB1, PB2 and PB3 staff had significantly more days of training than would be expected, compared with staff in other pay bands. Male staff had significantly more training than expected, compared with female staff.

Chapter 10: Grievances and Discipline

This chapter considers grievances and discipline cases by diversity group, looking at how representative they were of staff in DVLA.

The numbers involved for both grievance and discipline cases were too small to carry out statistical testing by pay band.

Key findings

- 10 grievance cases were brought against DVLA.
- There were 55 discipline cases.
- Significantly higher proportion of the discipline cases involved male staff than expected.

10.1 Grievance cases

A total of 10 grievance cases were brought against the Agency.

The number of cases was too small to carry out statistical testing by diversity.

10.2 Discipline cases

There were 55 discipline cases in 2010/11.

Given that 37.5% of staff in post were male, the proportion of discipline cases involving male staff (52.7%) was significantly higher than would be expected.

The number of cases by disabled status and working pattern were compared with the corresponding numbers of staff in post in DVLA and no significant differences were found. Statistical testing by race could not be carried out due to small numbers.

Chapter 11: Sickness Absence

This chapter considers days recorded absent due to sickness by each diversity group.

Data on days lost by sickness absence were supplied for all staff that were in post at the end of the reporting year (i.e. not including staff who had left DVLA during the year).

Both the likelihood of being absent due to sickness and the number of days recorded were analysed according to key diversity factors (sex, race and disability status), as well as pay band, age and job type.

Analysis on the amount of sickness absence was performed only on those staff who had some sickness absence during the year.

Only the factors that showed significant results are commented upon in this chapter.

The purpose of this analysis was to consider differences in sickness absence by diversity group. Like other analysis in this report, it applies to staff who were in post on 31st March 2011, excluding those on long term leave (except for staff on long term sick, who are included in this analysis). It therefore does not match the official sickness absence figures reported quarterly to the Cabinet Office, which should remain the official source.

The main difference with the Cabinet Office returns is that we have not made adjustments for available working time – e.g. staff who have worked for less than the full year.

Key findings

- Similar proportions of operational and non-operational staff had sickness absence.

Operational

- Female staff were more likely to have had sickness absence than male staff, as were younger staff compared with older staff, disabled staff compared with all other staff and staff in the lowest pay bands (PB1-3) compared with staff in other pay bands.
- Of staff that had sickness absence; older staff had more absence than younger staff, part-time staff had more than full-time staff and disabled staff had more than their colleagues.

Non-operational

- PB5 and PB7 staff were less likely to have taken sickness absence than staff in other pay bands, as were non-disabled staff compared with their colleagues and older staff compared with younger staff.
- Of staff that had sickness absence; older staff had more absence than younger staff and non-disabled staff had less absence than their colleagues.

Note: Where part-time staff working shorter than standard days had been absent on one of their working days, a full day was recorded in the data rather than the actual hours they had been expected to work. We cannot identify individuals' actual working patterns to make a suitable adjustment, so this means that the days quoted in the report may overstate the amount of sickness absence taken. This issue does not arise for part-time staff working standard-length days.

11.1 Overall Analysis

Cabinet Office Figures

Official Cabinet Office figures for sickness absence in DVLA are as follows:

Average days of sick absence	7.1
% employees	48.4%

As stated in the introduction to this chapter, the cabinet office figures should remain the official source of sickness absence figures for the DVLA. Any figures quoted from here on in are based on staff-in-post on the midnight of 31st March 2011 and do not include employees on long-term leave at this point in time (those with long-term sickness absence are included in the analysis). Therefore any averages quoted will be different from the official Cabinet Office averages above.

Equality Monitoring Sickness Absence

Within this Equality Monitoring analysis (using the smaller subset of employees i.e. excluding leavers and staff on long term leave other than long term sickness absence) on average, DVLA staff-in-post had an average of 6.8 days of sickness absence each in 2010/11.

Under half of staff (47.9%) had sickness absence during the year. Of those staff that had sickness absence, the average number of days was 14.1 days.

The proportion of operational staff and non-operational staff that had sickness absence was not significantly different - with 48.3% and 46.4%, respectively. However, of those staff that had sickness absence, operational staff had more days of absence compared with non-operational staff.

11.2 Operational staff

On average, operational staff in post at the end of March 2011 had 7.1 days of sickness absence during 2010/11.

48.3% of operational staff had sickness absence during 2010/11. Of those staff that had sickness absence, they had, on average 14.8 days.

Pay band

Staff in the lowest pay bands (PB1, PB2 and PB3) were significantly more likely to have had sickness absence than staff at other pay bands.

Of all staff that had sickness absence, PB1 and PB4 staff had significantly more absence than staff at other pay bands.

Age

Younger staff were significantly more likely to have had sickness absence compared with older staff. This was evident for staff at PB1-3 too, when pay band groups were considered.

Of staff that had sickness absence, older staff had significantly more absence than younger staff. This was true at PB1-3 and PB4-5, when looking at pay band groups.

Disability

Nearly 60% of staff declaring themselves disabled had sickness absence – significantly more than non-disabled staff (45.9% had absence) and staff who had not declared their disability status (47.9%). This was also evident at pay band groups PB1-3 and PB6-7.

Of staff that had sickness absence, disabled staff had significantly more absence than their colleagues. This was true at pay band group PB1-3 too.

Sex

Female staff were significantly more likely to have had sickness absence (50.3% had absence) than male staff (44.6%). This was also true at pay band group PB1-3.

Working pattern

Of staff that had sickness absence, part-time staff had significantly more absence than their full-time colleagues. This was evident at PB1-3 too.

11.3 Non-operational staff

On average, staff in post at 31st March 2011 had had 5.1 days of sickness absence during the year.

46.4% of non-operational staff had sickness absence during 2010/11. Of those staff that had sickness absence, they had, on average 10.9 days.

Age

Younger staff were significantly more likely to have had sickness absence compared with older staff. This was evident at PB1-3 and PB4-5 when pay band groups were considered.

Of staff that had sickness absence, older staff had significantly more absence than younger staff. This was true at PB1-3 too.

Pay band

29.7% of PB5 staff and 5.9% of PB7 staff had sickness absence - significantly less than staff at other pay bands considering 48.3% of all non-operational staff has sickness absence.

Disability

43.7% of non-disabled staff had sickness absence – significantly fewer than disabled staff (57.2% had absence) and staff who had not declared their disability status (50.8%). This was also true at PB1-3 and PB4-5.

Of staff that had sickness absence, non-disabled staff had significantly less absence than their colleagues. This was evident at every pay band group (PB1-3, PB4-5 and PB6-7).

Annex A: Notes on Data

A.1 Working-age populations

A.1.1 Reporting locations

To compare the diversity of staff in post with local working-age populations, we attached each building where staff were located to a Reporting Location, e.g. London, Swansea, etc. This means that all of the staff based in London, for example, were considered as being in one location, irrespective of which part of London they were located in.

For each Reporting Location we identified a catchment area and generated local working-age population figures based on data for that catchment area.

A catchment area would typically include the relevant Local Authority area for the Reporting Location, plus neighbouring Local Authorities, as agreed with each Agency. For the London Reporting Location, we used the working-age population of all the London boroughs as well as those counties that border them.

A.1.2 Data sources

The UK population data at Local Authority[10] level is from the **Annual Population Survey (APS).** This survey is a combined survey of households in Great Britain, updated quarterly and available at Local Authority level and above. It is a residence-based labour market survey which includes population and economic activity, broken down by sex, age, race, industry and occupation[11] .

The majority of DfT agencies have staff based only in Great Britain, but the Maritime and Coastguard Agency (MCA) also has staff working in Northern Ireland. In previous years, data for Northern Ireland was taken from the **Northern Ireland Labour Force Survey (NI LFS)**; however, this year, this data was also available as a part of the APS dataset.

Where a nationwide population comparison was required, for all agencies other than MCA, the GB working-age population (i.e. not including Northern Ireland) was used. For MCA, the UK working-age population was used.

APS data used in the 2010/11 Equality Monitoring reports was based on the one year period October 2009 - September 2010, and downloaded from www.nomisweb.co.uk ("Nomis") on 23rd May 2011.

A.1.3 Population

Population data at local authority level from the APS was combined with **mid-year** (30 June) **population estimates** for 2009 – the most recent year available. These were also available at Local Authority level and were based upon results from the 2001 Census with allowance for under-enumeration. These figures covered the entire population, not just the working-age population, so to estimate the working-age population we took the

[10] Local authorities including County Councils rather than District Councils.
[11] Further information on the survey can be found at http://www.ons.gov.uk/ons/about-ons/who-we-are/services/unpublished-data/social-survey-data/aps/index.html

number of males and females aged 15-64 years[12] (only five year age bands were available).

A.1.4 Disabled status

The APS asks respondents whether they are currently DDA disabled, work-limiting disabled, both DDA disabled and work-limiting disabled, or not disabled. For this report, we have combined data on DDA disabled, work-limiting disabled, and both DDA and work-limiting disabled to calculate proportions of the working-age populations that are disabled.

Northern Ireland disability statistics from the NI LFS were obtained via Nomis.

A.1.5 Race

APS data was available for the following ethnic groups:

- Mixed;
- Indian;
- Pakistani/Bangladeshi;
- Black/Black British; and
- Other.

For our analysis we have combined all the above into a single BME category.

A.1.6 Sickness absence data

For DfT(C) and all Agencies, data was available on the number of days of recorded sickness absence for each member of staff, with one record per incidence.

Working pattern

No adjustment has been made to absence records for part-time staff. The analysis has been performed on the number of days absent (i.e. how many days of work were recorded as missed).

If the analysis suggests that part-time staff had significantly more sickness absence, then we can be confident that this finding is correct. i.e. we are saying that they were absent for more actual calendar days than other staff- not making any allowance for the fact that they may have been due to work fewer calendar days in the first place.

Conversely all being equal, we might expect part-time staff, say, working three days a week to have a lower chance of being ill on any given standard work day than full time staff, so the reverse result (part-time staff having significantly less absence) may not be relevant.

[12] Please note that as of August 2010, the official definition of “working age” expanded to include both males and females aged 16-64 years old; this reflects a planned change in the female state pension age. All have been included in our working-age populations.

Annex B: Analytical Approach

Two statistical approaches have been used to test for differences in the data: univariate methods such as chi-squared and proportions tests and multivariate methods such as multiple regression and logistic regression.

B.1 Univariate methods Chi-squared and Proportions tests

These tests were employed to test whether the proportion of staff by each diversity grouping was significantly different from that found within the local working-age population. For example, in considering whether the sex split of the staff based in a location would have been expected - all things being equal. They were also used to investigate recruitments to check if the proportion of candidates by each diversity grouping was significantly different from that of the local working-age population.

The results of these statistical tests give an indication of whether the pattern observed in the data was “significantly different from what would have been expected” or conversely whether any difference in proportions could be explained by natural variation.

For example, in the case of the working-age population, if there had been 100 staff, and 40 of them were male, and the local working-age population was split 50:50, the tests would tell you whether your group was statistically different from any random sample of 100 from the working-age population.

For these tests we used the 95% confidence level. This means that if we have reported a difference as being significant there was only a 5% chance that the difference could have occurred by chance. We have also reported on differences that were significant at the 99% level – i.e. a 1% chance that the differences would have occurred randomly.

A certain amount of variation is expected, even with completely random samples, and so it should not be assumed that something that is statistically significant indicates that there is a bias – the significance only indicates the likelihood of something occurring given the level of significance being used. For example, a significant result at the 99% level would indicate something which is more unusual than something that is only significant at the 95% level.

One of the drawbacks of multiple univariate testing is that the more tests that are undertaken the higher the probability of finding false significant results. To reduce this risk, we have used the Bonferroni adjustment to the significance levels.

A further drawback with univariate approaches is that they do not take into account all of the other factors simultaneously. In practice an individual staff member has several characteristics: their sex, race, grade etc. In comparing just one of these characteristics with an outcome, the effect of another characteristic is not taken into account and results can be misleading. It is possible to use multi-dimensional contingency tables for chi-squared tests, but the interpretation of the results can be difficult.

It is still, however, an appropriate approach in many circumstances – particularly when the group of staff should be reasonably comparable with the rest of the population (e.g. staff ages compared with working-age population; or the sex split across pay bands).

B.2 Multiple Regression and Logistic Regression

Two techniques were used to analyse data taking into account several factors simultaneously: multiple regression and logistic regression.

Multiple regression attempts to predict a dependent variable (such as amount of sickness absence taken) using one or more independent variables (such as sex, age etc). The basic principle is to find the 'line of best fit' by minimising the sum of the squared distance from the fitted line to each observation. (This approach is sometimes referred to as ordinary least squares regression). The aim is to find independent variables that have a statistically significant relationship with the dependent variable.

Much of the data that was analysed had a simple binary output, for example, was in a pay band or not; obtained the top performance rating or did not; was selected for interview or was not etc. The staff data had descriptors such as sex, age, pay band etc. This type of data more easily lends itself to being analysed using logistic regression.

Logistic regression is analogous to ordinary least squares regression, with the exception that the dependent variable is binary (or can be made binary). In both approaches, the first step of the process, is for each characteristic to be tested in turn to see if it is significant against the outcome (e.g. passed a recruitment stage or not). By significant, we mean that a staff characteristic accounted for an unusually high proportion of the variation seen in the dependent variable. For example, if sex appeared to have a significant relationship with whether people had passed their interviews.

In this case we would say something was successful or significant in "explaining the variation", to mean that if you knew the characteristic of the staff member, you would have a better chance of predicting the outcome (for example if you knew the sex, you would also know something about the likely interview outcome). The starting assumption, of course, was that prior knowledge of someone's sex; race; age etc should not enable the model to predict whether they were more likely to have received the highest performance rating or were interviewed etc. Again, as with the univariate approach, significance does not necessarily equate to bias but gives the relative likelihood of it occurring.

The next step in the modelling process was to include the characteristic that explained the majority of the remaining variation after taking account of the first variable. This step was repeated until the variables outside the model could explain no further variation.

Generally an outcome could not simply be explained by a single characteristic. Often, it was several characteristics together that were important. For example, age, sex and race were quite often found to be a powerful combination in explaining variation. A major advantage of the multivariate approach, compared with univariate, is that it is easier to see the relative importance of the characteristics.

There was an element of judgment involved in deciding which variables to include. In some cases variables were highly correlated, e.g. sex and full time equivalence: females were more likely to be part-time than males. Where both were statistically significant and improved the amount of variation that could be explained, both were included.

Annex C: Tables and charts

C.1 Year on year comparison

C.1.1 Year on year comparison – all staff

Staff Type	March 31st 2010			March 31st 2011			% point change	% change from 2010
	2009/2010	% of total	% of total that declared	2010/2011	% of total	% of total that declared		
All staff	6296			6178				
Males	2329	37.0%	37.0%	2318	37.5%	37.5%	+0.5	-0.5%
Females	3967	63.0%	63.0%	3860	62.5%	62.5%	-0.5	-2.7%
White	5651	89.8%	96.6%	5968	96.6%	97.6%	+6.8	+5.6%
BME	198	3.1%	3.4%	149	2.4%	2.4%	-0.7	-24.7%
Unknown Race	447	7.1%	-	61	1.0%	-	-6.1	-86.4%
Non-disabled	4617	73.3%	82.7%	4518	73.1%	82.6%	-0.2	-2.1%
Disabled	966	15.3%	17.3%	950	15.4%	17.4%	+0.0	-1.7%
Unknown disability	713	11.3%	-	710	11.5%	-	+0.2	-0.4%
Full Time	4861	77.2%	77.2%	4627	74.9%	74.9%	-2.3	-4.8%
Part Time	1435	22.8%	22.8%	1551	25.1%	25.1%	+2.3	+8.1%
Average age	39.9			40.6				