

# Equality Monitoring in the Vehicle and Operator Services Agency 2008/9

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for Human Resources

*Department for*  
**Transport**



GOVERNMENT OPERATIONAL RESEARCH SERVICE

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# 1 Management Summary

## 1.1 Introduction

- 1.1.1 This report contains an analysis of staff equality, focusing on the requirements of the Race Relations (Amendment) Act. The information was collected on Vehicle and Operator Services Agency (VOSA) staff in post between 1st April 2008 and 31st March 2009.
- 1.1.2 The analysis looks at staff in post, recruitment, cessations, training, performance management, grievances and discipline and considers whether there are significant differences with respect to gender, ethnicity, disability, pay band, role, age and work pattern. Where possible, comparisons have also been made against the previous year.
- 1.1.3 The inequalities and differences identified have been described in non-statistical terms throughout this report. However, where differences have been found to be statistically significant, this has been highlighted. Where results are not specifically discussed, this generally means that no statistically significant inequalities were found.

## 1.2 VOSA structure and organisation

- 1.2.1 VOSA provides a range of licensing, testing and enforcement services with the aim of improving the roadworthiness standards of vehicles ensuring the compliance of operators and drivers with road traffic legislation, and supporting the independent Traffic Commissioners.
- 1.2.2 At midnight on the 31<sup>st</sup> March 2009, there were 2,639 staff in post below the level of the SCS in VOSA. 273 staff were based in the head office - Berkeley House in Bristol. Ellipse in Swansea had a further 187 staff. The remainder, and majority, of staff were in a number of locations across Great Britain.
- 1.2.3 The majority of staff were in the lower pay bands, with 80.0% of staff in pay bands 1 to 3. 91.9% of staff worked full time, with the majority of part-time staff being female.

## 1.3 Key Findings: Gender

- 1.3.1 There were 1,872 (70.9%) male staff and 767 (29.1%) female staff.
- 1.3.2 The gender split within the two main offices - Bristol (137 males and 136 females) and Swansea (83 males and 104 females) - was not significantly different from the gender split in the local working-age populations. Across the remainder of the locations just over three quarters of the 2,179 staff in VOSA were male.

- 1.3.3 There has been a slight decrease in the number of female staff from 2007/8 to 2008/9 (a decrease of 0.5%). However, this was not significant.
- 1.3.4 There were more males than females in every pay band except pay band 1. Pay bands 1 and 2 had a significantly higher proportion of females than expected compared with the rest of the organisation.
- 1.3.5 Over 99% of the 1,207 technical staff were male, as were 47% of the 1,432 non-technical staff.
- 1.3.6 More female staff worked part time (23.6% of female staff) than male staff (1.8%).
- 1.3.7 Similarly, recruitment was male-dominated, with 82% of external applications (across all pay bands) being made by males.
- 1.3.8 Across all recruitment, females were generally more successful than males. A significantly higher proportion of female applicants were appointed than males - particularly at pay band 2, where 13.5% of female applicants were appointed compared with 4.9% of males. In addition, where females were interviewed, they were more successful, especially at pay band 3
- 1.3.9 133 staff left VOSA. The gender split of those leaving was roughly in the same proportion as the staff in post.
- 1.3.10 There were some significant differences in the performance ratings received by males and females: overall, females were more likely to have received the highest performance rating than males.

#### 1.4 Key Findings: Ethnicity

- 1.4.1 2,343 staff declared their ethnicity and 296 (11.2%) did not. Of those declaring, 108 staff (4.6%) were from an ethnic minority background, compared with 11.0% of people in the GB working-age population. In comparison with 2007/08, there has been a significant increase in the proportion of white staff and an increase in the proportion of staff declaring their ethnicity.
- 1.4.2 71 or 5.4% of non-technical staff and 37 or 3.6% of technical staff were from an ethnic minority background.
- 1.4.3 The proportion of ethnic minority staff in Berkeley House (9; 3.5%) and Ellipse (7; 4.0%) was not significantly different from the proportion of people from an ethnic minority background in their respective local working-age populations.
- 1.4.4 6.7% of external applications were from ethnic minority candidates: not significantly different from the GB working-age ethnic minority proportion. At a regional level, there were some significant differences – in the South West, there were more applications from ethnic minority candidates than we would

expect given the make up of the whole region, whereas in London, the North West, the West Midlands and the South East, there were fewer.

- 1.4.5 No significant differences in the success rates of ethnic minority candidates were observed in the recruitment process overall, although ethnic minority applicants to technical posts were less successful than white applicants.
- 1.4.6 Significantly fewer ethnic minority staff than expected achieved the highest performance rating (Outstanding), although there was no significant difference in performance ratings when considering Outstanding and Exceeding together.

## 1.5 Key Findings: Disability

- 1.5.1 2,463 staff declared their disability status, however, 176 (6.7%) staff did not. Of those declaring, 100 staff (4.1%) declared themselves disabled, compared with 18.4% of people in the GB working-age population. In comparison with 2007/08, there has been a significant increase in the proportion of non-disabled staff and a decrease in the proportion of staff not declaring their disability status - a 36.2% reduction on last year for unknown disability.
- 1.5.2 The proportion of disabled staff was consistently low across pay bands, across technical and non-technical posts, and across all locations.
- 1.5.3 2.7% of external applications were from disabled applicants. Across all regions, there were fewer applications from disabled candidates than expected, given the proportion of disabled people in the local area.
- 1.5.4 There were no significant differences in the proportion of disabled people being appointed to posts compared with the proportion of disabled people applying. However, there were differences at the interim stages: significantly more disabled people were interviewed compared with those applying, and fewer appointed compared with those interviewed.
- 1.5.5 Ten disabled staff left VOSA in 2008/9 - significantly more compared with the proportion of disabled staff in post. This is the second year running that proportion leaving has been significant.
- 1.5.6 There were no significant differences in the performance ratings received by disabled and non-disabled staff.

## 1.6 Key Findings: Age

- 1.6.1 The average age of staff was 45.2 years – a slight increase on last year. On average males were four to five years older than females.
- 1.6.2 The age profile of staff was markedly different from the profile of the working-age population of Great Britain. 1,868 (70.7%) staff were aged 40 or over – compared with 49.1% in the GB working-age population. In fact, only two staff were aged under 20 and 569 (21.6%) staff were 55 years or older.

1.6.3 The age profile for males is significantly different from the female age profile – a higher proportion of male staff were in older age groups. This pattern was particularly marked in pay band 3 and pay band 4.

### **1.7 Key Findings: Technical/Non-Technical/Work Pattern**

1.7.1 Over 99% the 1,207 technical staff were male with an age profile that was heavily skewed towards older staff – 47.4% were aged 50 or older.

1.7.2 In contrast, of the 1,432 non-technical staff, just over half were female. The age profile for non-technical staff was younger than for technical staff.

1.7.3 Of the 214 part-time staff, 16 were technical and 198 were non-technical. Part-time staff were far more likely to be female -181 (84.4%).

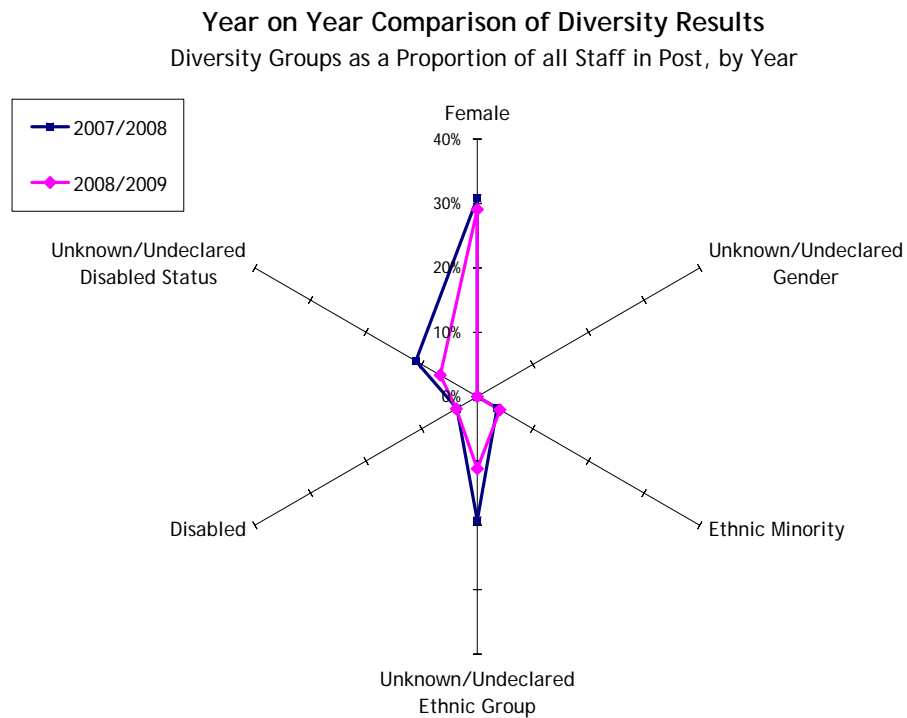
### **1.8 Overall Conclusions and information recommendations**

1.8.1 The analysis has identified that VOSA is predominately male, white and non-disabled.

1.8.2 Disproportionately more females were in the two lowest pay bands, and while the gender proportions were similar amongst non-technical staff, there were overwhelmingly more males (over 99%) amongst technical staff.

1.8.3 Since the 2007/08 report, VOSA has significantly increased the proportion of staff declaring their ethnicity and disability status – however, while this is helpful, the number of staff not declaring this information is still relatively high and tends to undermine the analysis. It is recommended therefore that VOSA try to improve the declaration rates further.

1.8.4 The following chart shows the proportions of each diversity group in VOSA for 2008/09 and the previous year; and also the proportion of staff whose diversity status is unknown.

**Figure 1**

- 1.8.5 The higher declaration rates (compared with last year) have in fact resulted in higher proportions of white and non-disabled staff. This raises a slight concern that staff still not declaring may be from an ethnic minority and/or disabled.
- 1.8.6 The staff age profile is heavily skewed towards older staff – particularly for males and for technical staff. There was a significant number of staff aged 55 and above which suggests that VOSA may need to consider a number of demographic issues over the next few years.

## 2 Introduction

### 2.1 Equality Monitoring

- 2.1.1 In April 2009, DfT(c) Human Resources asked the In House Analytical Consultancy to undertake an analysis of staff equality within DfT and its agencies.
- 2.1.2 This report contains an analysis of information collected on Vehicle and Operator Services Agency staff in post at midnight on 31st March 2009; and cessations and recruitment from 1<sup>st</sup> April 2008 to 31<sup>st</sup> March 2009. In addition, the report considers training and development, discipline and grievances and an analysis of performance management for the 2008/09 reporting year.
- 2.1.3 The aim of the analysis was to determine whether staff diversity (gender, ethnicity, disability, age etc) was a significant factor in the roles and pay bands occupied by staff. It also considers the way staff were treated in terms of their performance rating, training etc.
- 2.1.4 Note that for the purpose of this set of equality monitoring reports, the Senior Civil Service (SCS) for VOSA and DfT(c)'s other Agencies have been included along with DfT(C)'s own SCS. This report excludes the VOSA SCS – to avoid double counting.

### 2.2 General Approach

- 2.2.1 Initially, the report looks at the staff in post and considers whether their diversity mix reflects the geographical region of where they were based. This is based on the working-age population of the catchment area – which is discussed in Annex A. To do this we considered Berkeley House in Bristol and Ellipse in Swansea, and then grouped all other staff into several geographical regions. One of the questions we asked here was, for example, whether the proportion of ethnic minority staff reflected the working-age population of the surrounding area?
- 2.2.2 The next step was to look at the diversity mix of each pay band to see whether there was over/under representation at pay band level. For example, there were more than twice as many males as females in VOSA as a whole, but was this reflected equally in each pay band?
- 2.2.3 Subsequently, the report considers internal and external recruitment. The external recruitment section considers whether the applications received reflected the local population in terms of diversity. The internal recruitment section looked at whether applicants to a particular pay band reflected the diversity of the staff in post in that pay band and its feeder pay bands.
- 2.2.4 The report then looks at the appointments made and considers whether the diversity mix of the staff at appointment reflects the diversity mix of the staff at

the application stage. It also considers the success rate of applicants in reaching the interview stage.

2.2.5 The report also looks at those leaving VOSA to consider whether disproportionate numbers of staff from any diversity group left in 2008/09.

2.2.6 Staff performance management reports were analysed to see if any of the diversity groups had been marked significantly differently.

## 2.3 Analysis and Results

2.3.1 The analysis presented in this report is described in non-statistical terms throughout. However, statistical tests have been carried out to check whether the differences were significant – in other words, whether it could be said that the difference was “real” or due to random factors. Where differences were statistically significant, this has been highlighted. It should be noted that there may be some occasions where graphs appear to show a considerable difference between groups of people, but the difference was not necessarily significant. There are also some occasions where it was not possible to carry out the statistical test due to small numbers of staff in certain groups, and therefore it is not possible to say whether the apparent difference is statistically significant or not.

2.3.2 The raw data provided by VOSA, on which the analysis was based is not provided in this report. A summary of this information was provided to VOSA as part of the data validation prior to analysis.

## 2.4 Data Groups and Subgroups

2.4.1 Data on staff gender, age and pay band are held for each member of staff, but data on disability and ethnicity are voluntarily provided and often have significant numbers of unknowns or undeclared. Understandably, some staff may have been reluctant to provide this information and, as a result, these data often have significant numbers of unknowns or undeclared statuses and subsequently analysis was not always possible.

2.4.2 Staff in post figures exclude staff on maternity leave and staff on career breaks.

### 2.4.3 Age groups

2.4.4 The age groups and age groups used in this report are:

<20	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-60	60-64
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2.4.5 Each member of staff’s age is based on how old they were in years on the 31<sup>st</sup> March 2009. Therefore someone born of the 31<sup>st</sup> March 1959 would be counted as 50 years old while someone born on the 30<sup>th</sup> March 1959 would be counted as 49 years old. Where average ages are given for a group of staff these are based on the age of each staff member in whole years.

### 3 Comparison of VOSA with the working-age population

#### 3.1 Introduction

- 3.1.1 On the 1<sup>st</sup> April 2009 there were 2,639<sup>1</sup> staff below SCS in post in VOSA: 273 in the head office in Bristol (Berkeley House), another 187 in Ellipse in Swansea. The remainder – and majority – were in other locations across Great Britain. Annex B provides a list of the “Other” locations, which are based on geographical regions, and the VOSA locations which are included in each Other location.
- 3.1.2 The section begins by considering the diversity mix of staff in VOSA as a whole and then considers whether the diversity makeup of the staff in each location reflects the local working age population.
- 3.1.3 To undertake this geographical analysis a sufficient number of staff at each location is required. We have therefore considered Berkeley House and Ellipse separately and compared them with the surrounding areas’ working age population. The 2,179 staff outside these offices, were split into geographical regions (reflecting VOSA’s structure), and the staff in each of these regions was compared with the local working-age population in that region.
- 3.1.4 For the purposes of this report, VOSA pay bands have been translated into standardised pay bands, referred to as pay bands 1 – 7 throughout, to cover all pay bands below the Senior Civil Service. Annex C gives a full pay band mapping.

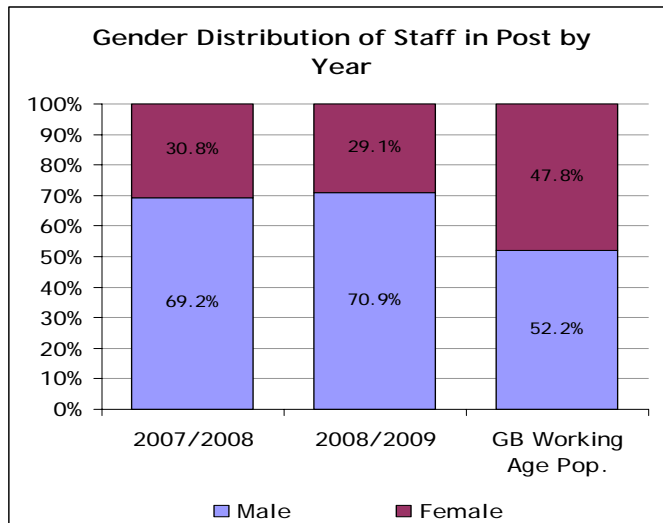
#### 3.2 Gender

##### 3.2.1 VOSA compared with Great Britain

- 3.2.1.1 Figure 2 shows the gender composition of VOSA in 2008/9 and 2007/8, alongside the GB working-age population.

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<sup>1</sup> We are aware of 24 additional staff whose details were not extracted in time for analysis. It is unlikely that their omission will make any material difference to the results. These staff have been omitted throughout the report.

**Figure 2**

3.2.1.2 VOSA had more male staff than females, with 1872 (70.9%) male staff in 2008/9. This is a higher proportion than in the GB working age population (52.2%). There has been no statistically significant change in the proportion of male staff from 2007/8 to 2008/9.

### 3.2.2 Berkeley House

3.2.2.1 The gender mix in Berkeley House was different from VOSA as a whole, but very similar to the local population (50.2% of staff were male). This similarity to the local population was also true across all pay bands.

3.2.3 There was a higher than expected proportion of female non-technical staff in pay band group 1-3 when compared with the local working-age population.

### 3.2.4 Ellipse

3.2.4.1 55.6% of Ellipse staff were female - a larger proportion than in the local population (47.6%), but not significantly so. The proportion of female staff across all of the pay bands was similar to the local working-age population.

### 3.2.5 Other locations

3.2.5.1 The majority of VOSA staff were based in Other locations. In each of these there were significantly more male than female staff (75.8% male staff overall). Table 1 below shows the number of staff at each location, and the proportion of each gender.

Table 1

Location	Number of all staff in location	Proportion of each gender in VOSA staff	
	All staff	Male	Female
Berkeley House	273	50.2%	49.8%
Ellipse	187	44.4%	55.6%
East Midlands	155	83.9%	16.1%
Eastern	228	75.0%	25.0%
London	152	80.3%	19.7%
North East	78	76.9%	23.1%
North West	266	78.9%	21.1%
Scotland	194	71.6%	28.4%
South East	283	81.3%	18.7%
South West	218	73.4%	26.6%
Wales	106	72.6%	27.4%
West Midlands	208	76.4%	23.6%
Yorks & Humberside	291	66.7%	33.3%
<b>Total</b>	2,639	70.9%	29.1%
<b>Total (excluding BH and Ellipse)</b>	2,179	75.8%	24.2%

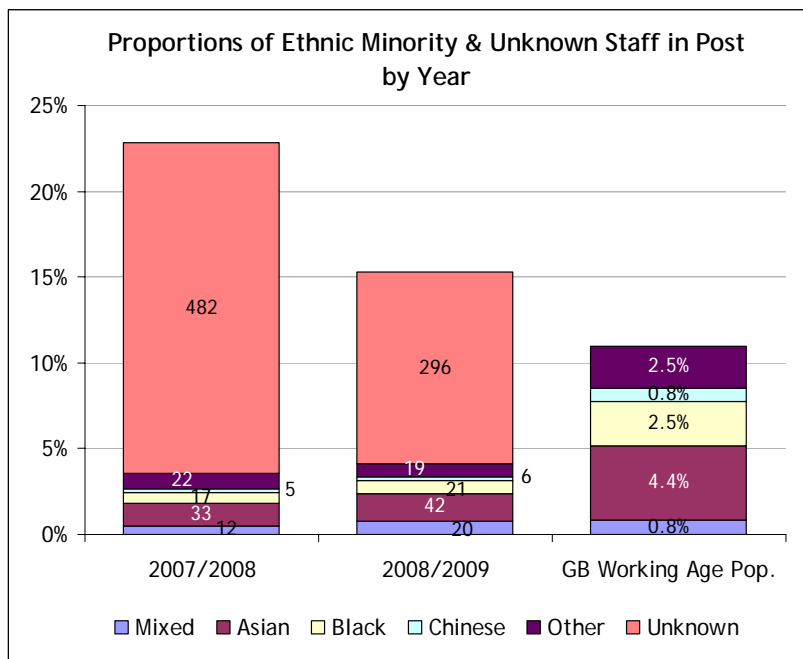
3.2.5.2 For all Other locations, the proportion of male staff was significantly greater than the proportion of males in the working-age population in those locations (which ranges between 51.5% and 52.7%).

### 3.3 Ethnicity

#### 3.3.1 VOSA compared with Great Britain

3.3.1.1 Compared with the working-age population of Great Britain, VOSA had a lower proportion of ethnic minority staff (4.6%) in 2008/9. This was a slight (but not significant) increase on 2007/8 (4.4%).

3.3.1.2 Figure 3 shows the disaggregated ethnic minority composition of VOSA in 2007/08 and 2008/9 compared with the ethnic minority composition of Great Britain. The graph excludes VOSA staff with unknown ethnicity (11.2% of staff in post). For ease of reading, the remaining proportion of white staff is not shown on the graph.

**Figure 3**

3.3.1.3 There has been a significant decrease, from 19.3% to 11.2%, in the proportion of staff who have not declared their ethnicity and significant increase in the proportion of white staff 77.2% to 84.7%. In 2008/9 the ethnicity of 88.8% of staff was known.

### 3.3.2 Berkeley House

3.3.2.1 The ethnicity of 254 (93.0%) of Berkeley House staff was known. Of these, 9 (3.5%) were of ethnic minority background – a lower proportion than in VOSA as a whole, and lower than the ethnic minority proportion in the local working-age population (6.2%), although not significantly so.

### 3.3.3 Ellipse

3.3.3.1 175 (93.6%) of staff at Ellipse had declared their ethnicity. 7 (4%) of these were from an ethnic minority background. This was higher than the 2.9% recorded for the local working-age population, although not significantly higher.

### 3.3.4 Other locations

3.3.4.1 VOSA staff not in Berkeley House or Ellipse were grouped into Other locations; these are shown in Table 1. For two locations (North East and Wales), it was not possible to carry out statistical tests comparing the proportion of staff from ethnic minorities in these locations with the working-age population, as there were too few staff.

- 3.3.4.2 For all other locations, except London, the proportion of staff from an ethnic minority was not significantly different from the working-age population in that location.
- 3.3.4.3 25 (19.7%) staff in London who were from an ethnic minority background: significantly lower than the proportion in the local working-age population (35.9%).

## **3.4 Disability**

### **3.4.1 VOSA compared with Great Britain**

- 3.4.1.1 Records of disability status were available for 2,463 (93.3%) of VOSA staff. This was 2,134 (89.0%) of staff in 2007/8 – an increase of over 4%.
- 3.4.1.2 Of those staff for whom the disability status is known, 100 (4.1%) had declared themselves disabled – well below the 18.4% figure for the GB working-age population.

### **3.4.2 Berkeley House**

- 3.4.2.1 Of the 255 (95.3%) of staff in Berkeley House whose disability status was known, 12 (4.7%) had declared themselves disabled. This was significantly lower than the proportion of disabled people in the local population (15.9%).

### **3.4.3 Ellipse**

- 3.4.3.1 Of the 176 (95.1%) of staff in Ellipse whose disability status was known, seven staff (4.0%) had declared themselves disabled. This was significantly lower than the proportion of disabled people in the local working-age population (21.0%).

### **3.4.4 Other locations**

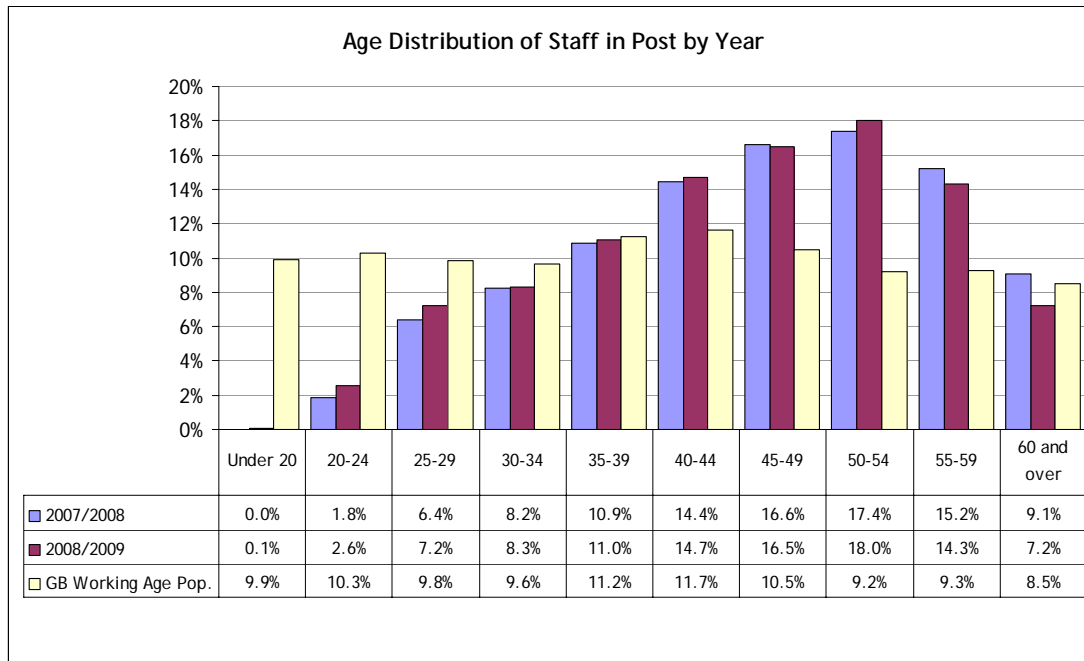
- 3.4.4.1 For all Other locations the pattern was repeated: each location had a significantly lower proportion of disabled staff than that seen in the local working-age population. The lowest proportion of disabled staff was in South East where 6 (2.4%) staff were disabled and the greatest proportion was 6.8% in the East Midlands where 10 staff were disabled.
- 3.4.5 There were fewer disabled technical staff in North West, Scotland, South East, West Midlands and Yorkshire and Humberside.
- 3.4.6 The following locations saw significantly lower than expected proportions (when compared with the local working-age population) of disabled non-technical staff across all pay bands: Berkeley House, Scotland, South West, Ellipse and Yorkshire and Humberside.

## 3.5 Age

### 3.5.1 VOSA compared with Great Britain

3.5.1.1 Figure 4 compares the age distribution of staff in VOSA with the age distribution of the working-age GB population.

Figure 4



3.5.1.2 There was a higher proportion of older staff and a lower proportion of younger staff compared with the GB population.

### 3.5.2 Berkeley House

3.5.2.1 The age profile in Berkeley House was different from the local population. There were fewer staff below 20 years old than the local working-age population would suggest.

3.5.2.2 There were more staff in pay band group 1-3 aged 25-29 years old than expected from the local working age population, and a lower proportion of staff aged 20-24 in pay band group 4-5 than in the local working-age population.

### 3.5.3 Ellipse

3.5.3.1 In Ellipse there was a significantly higher proportion of staff at age 25-29 than in the local working-age population, and a much lower proportion of staff aged under 20 years old.

3.5.4 There was also a higher than expected proportion of 25-29 year old non-technical staff.

### 3.5.5 Other locations

3.5.5.1 The age profile across Other locations was skewed toward older staff. The following results were found:

- In all areas, the proportion of staff under the age of 20 was significantly lower than the proportion in the local working-age population, and this was also true for most areas for staff aged 20-24 years old.
- In all areas except West Midlands and the North East, the proportion of VOSA staff aged 50-54 years old was significantly higher than the proportion of people that age in the working-age population.
- In the South East and Scotland, the proportion of staff aged between 55 and 59 years old was significantly higher than the proportion in the working-age population.
- In Yorkshire and Humberside, and the South West, there were significantly more staff aged 45 to 49 years old than expected from the local working-age population.
- There were significantly more staff aged 35 to 39 years old in the North East region than expected from the local working-age population.

3.5.5.2 In most Other locations there were too few staff in pay band group 4-5 and pay band group 6-7 to test whether these pay bands had age profiles which were significantly different from the local working-age population. Most Other locations did have significant differences in the age profile of pay band group 1-3 staff when compared with the local working-age population, and on the whole this reflected the age profile patterns of each of these locations, as pay band group 1-3 make up the majority of staff in most locations.

3.5.6 The age profile for technical staff in all locations, with the exception of the North East, Berkeley House and Ellipse, was older than the age profile of the local working-age population.

3.5.7 The age profile for non-technical staff in all locations, with the exception of London, the North East, Ellipse and Wales, was older than the age profile of the local working-age population.

### 3.6 Overall Conclusions

- 3.6.1 Overall, VOSA had a lower proportion of females, ethnic minority staff and disabled people than the working-age population of Great Britain. The differences were statistically significant for gender and disability.
- 3.6.2 The proportion of each gender in Berkeley House and Ellipse was much more similar to the proportion seen in the local working-age population. However the proportion of male staff in each of the Other locations (on average 75.8%) was much higher than the local working-age population.
- 3.6.3 For all locations, the profile of staff ages showed that staff were older than the local working-age population. In all areas, and in Berkeley House and Ellipse, the proportion of staff aged less than 20 years old is significantly lower than the local working-age population. (There were only two staff in VOSA under 20).
- 3.6.4 There has been a decrease from 2007/8 to 2008/9 in the proportion of staff whose ethnicity is unknown, or who have not declared whether or not they are disabled. This has resulted in a higher proportion of white and non-disabled staff.

## 4 Diversity across pay bands

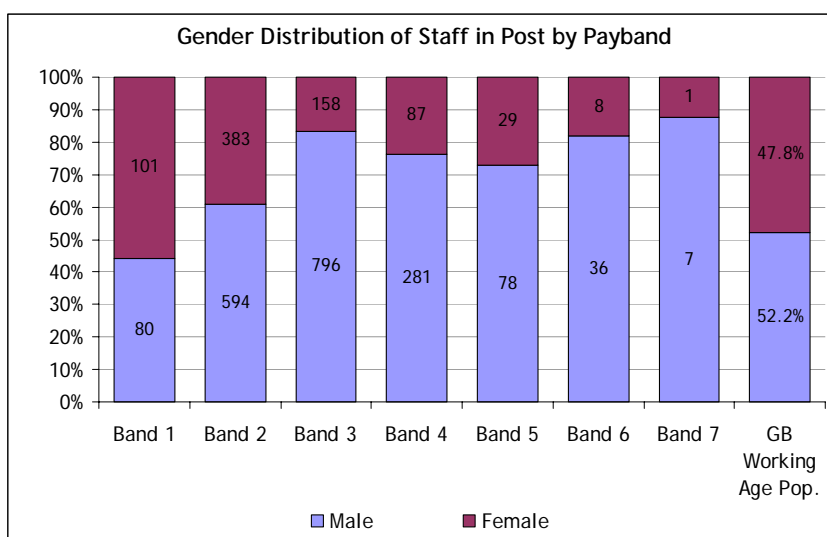
### 4.1 Introduction

- 4.1.1 The previous section looked at how Berkeley House, Ellipse and the Other locations compared with their respective local working-age populations.
- 4.1.2 This section looks at VOSA as a whole and focuses on how female, ethnic minority and disabled staff were distributed across the pay bands.
- 4.1.3 For example, we know that there were more than twice as many males than females, but was this true for each pay band? To analyse this, each pay band was considered in turn and compared with the remaining pay bands to see which diversity variables – gender, ethnicity and disability – were possibly significant.
- 4.1.4 In this section, therefore, if a pay band was found to have significantly more males than females than expected (for example) it means there were significantly more males compared with the average across the other pay bands.

### 4.2 Gender

- 4.2.1 As we have already seen, VOSA had more males than females. 1,872 out of 2,639 staff were male - i.e. 70.9%.
- 4.2.2 At pay band level, there were significantly more females in pay band 1 and pay band 2 than we would expect, and conversely, more males in pay band 3, pay band 4 and pay band 6. This is shown in Figure 5.

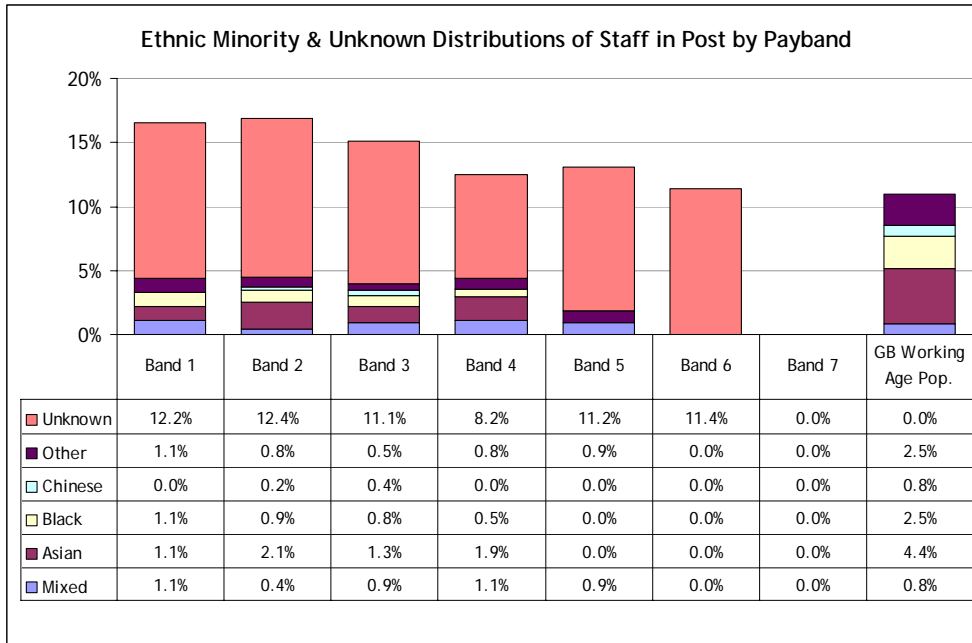
**Figure 5**



### 4.3 Ethnicity

4.3.1 The graph below shows the disaggregated ethnic minority composition of VOSA in 2008/9 as a whole, and by pay band. For ease of reading, the remaining proportion of white staff are not shown on the graph. Note that all 8 pay band 7 staff were white.

**Figure 6**

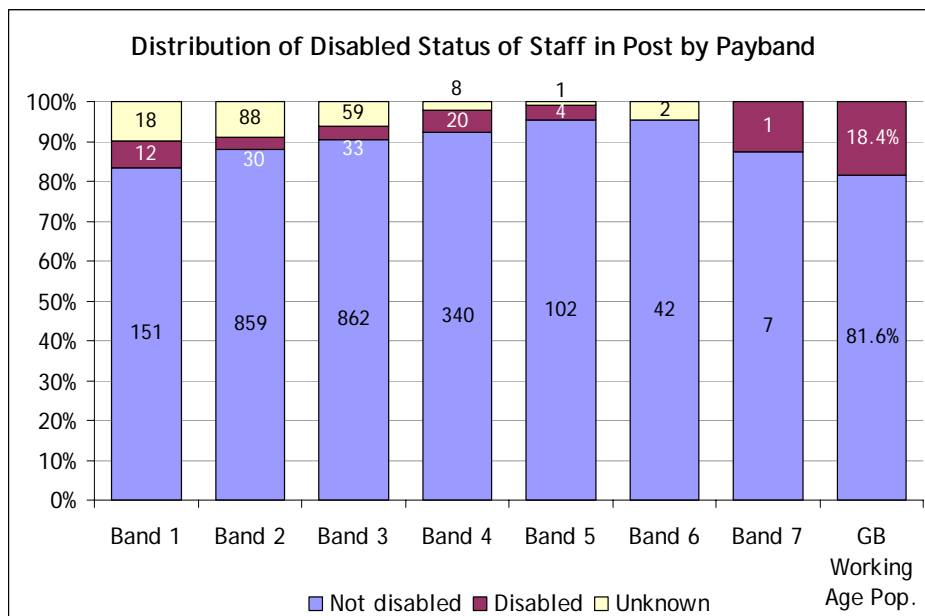


4.3.2 4.6% (108) of staff who had a declared ethnicity were from an ethnic minority background. There were no significant differences between the overall proportions and the proportions by pay band.

### 4.4 Disability

4.4.1 4.1% (100) of the staff who had declared their disability status had indicated that they were disabled.

4.4.2 Figure 7 shows the proportion of staff who declared themselves disabled and those whose disability status was unknown or undeclared. On average 93.3% of staff declared their disability status, however, the proportions by pay band varied. The proportion of staff declaring their disability status was lowest in pay band 1 and pay band 2.

**Figure 7**

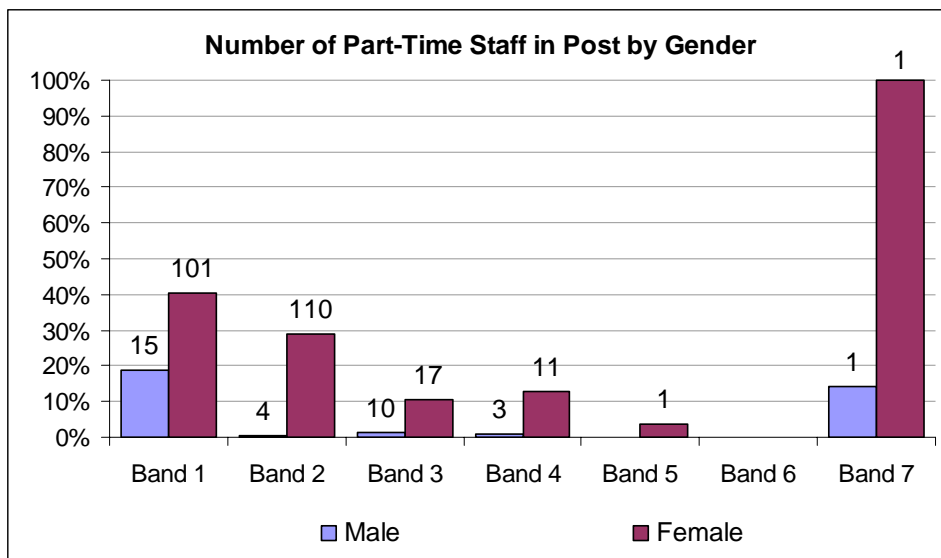
#### 4.5 Age with gender

The age distribution for females was significantly different from the distribution for males. There were relatively more female staff in all age groups under 45 and relatively more male staff in all the other (older) age groups. Female staff were on average (42.1 years) 4.5 years younger than male staff (46.5 years).

- 4.5.1 The pattern was different by pay band: in pay band 1 and pay band 2, there was a relatively even distribution of staff between age groups for both genders. In pay band 3, there was a clear peak for female staff in age group 25-29 and a further smaller peak at age group 40-44, whereas males tended to be older, with a peak at age group 50-54. A different pattern was evident for pay band 4, where the peak for females was between the ages of 40 and 49, with the male peak between 45 and 54.

#### 4.6 Full Time and Part-Time Staff

- 4.6.1 In 2008/9, 214 (8.1%) of VOSA staff worked part time. In general, part-time working was more common in the lower pay bands – 197 (92.1%) of part-time staff were in pay bands 1 to 3. Females were more likely to be part-time than males – 181 (84.6%) of the part-time staff were female: the number of males working part time was 33 or 1.8% . 23.6% (181) of female staff worked part time..
- 4.6.2 The following chart shows the proportion and number of part-time male and female staff by pay band in VOSA. For full-time staff, there were significant differences in the proportion of full time staff in each gender across the different pay bands.

**Figure 8**

4.6.3 In pay band 1, there were significantly more male part-time staff than expected compared with the VOSA average: 18.8% of male staff in PB1 worked part-time.

4.6.4 There were no significant differences in the proportion of disabled or ethnic minority staff between different working patterns, and the age profile was similar for full time and part time staff.

#### 4.7 Technical & Non- Technical Staff

4.7.1 Staff were split into two classifications – technical staff (e.g. mechanics) and non-technical staff. This was a change from 2007/8, when staff were classified into specialist and generalist groups. There is not a one-to-one relationship between the groups and so, it is not possible to make a direct comparison between 2007/8 and 2008/9.

4.7.2 There were 1,207 (45.6%) technical staff and 1,432 (54.3%) non-technical staff. The great majority of technical staff were in locations outside of Berkeley House and Ellipse – just 49 were in Berkeley House and Ellipse. Just over a quarter (411) of non-technical staff were in either Berkeley House or Ellipse.

##### 4.7.3 Technical staff

4.7.3.1 1,274 staff were designated as technical. Amongst these, there was a high proportion of male staff – 99.1% (1,196).

4.7.3.2 1,034 (85.7%) technical staff declared their ethnicity. Of these, 3.6% were from an ethnic minority. There were no significant differences in the proportions of ethnic minority staff across pay bands.

- 4.7.3.3 1,136 (94.1 %) technical staff declared their disability status. Of these 3.9% were disabled. Pay band 2 contained more undeclared disability and pay band 4 less than expected.
- 4.7.3.4 Pay band 1 had more part-time staff than expected, compared with the rest of VOSA.
- 4.7.3.5 575 (47.6%) technical staff were 50 years or older, of whom 112 (9.3%) were at least 60. The average age of technical staff was 47.6 years.

#### **4.7.4 Non-technical staff**

- 4.7.4.1 There were 1,432 staff designated as non-technical. 756 (52.8%) of these were female. The distribution of non-technical female staff across pay bands was not even: there were significantly more females in pay bands 1 and 2, and significantly more males in pay bands 3, 4 and 6.
- 4.7.4.2 1,309 (91.4%) non-technical staff declared their ethnicity. Of these, 71 (5.4%) were from an ethnic minority background. Differences in the distribution of staff from an ethnic minority background across the pay bands were not significant.
- 4.7.4.3 1,327 (92.7%) non-technical staff declared their disability status. Of these, 56 (4.2%) were disabled. The distribution of staff from an ethnic minority background across the pay bands was not significant. There were fewer staff with undeclared disability in pay band 4 than in other pay bands.
- 4.7.4.4 There were significantly more part-time non-technical staff at pay band 1 and pay band 2 than the average for all pay bands.
- 4.7.4.5 The average age of non-technical staff was 43.2 years. 664 (46.4%) non-technical staff were aged between 40 and 54.

## 5 Staff in Post – Year on Year Comparisons

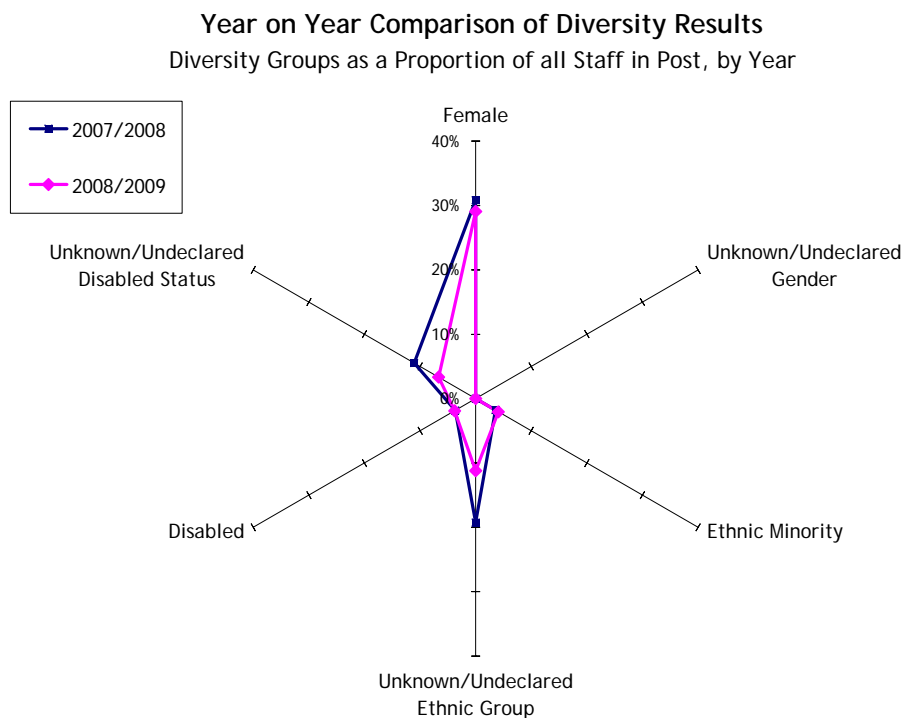
### 5.1 Introduction

5.1.1 This section looks at how VOSA has changed in terms of its diversity in the year since the last report.

5.1.2 On 1st April 2008, VOSA comprised 2,502 staff while on 1st April 2009 it had increased to 2,639 – 137 staff or 5.5% more than the previous year. The number of staff appearing in both years was 2,299 or 91.9% of the staff in post on 1st April 2008. Table 2 and Figure 9 show the main changes by diversity area.

**Table 2**

Diversity Area	April 1 <sup>st</sup> 2008	April 1 <sup>st</sup> 2009	Change using 2008 as the base
Total Number	2,502	2,639	+5.5%
Female	771	767	-0.5%
Ethnic Minority	89	108	+21.3%
Unknown Ethnicity	482	296	-38.6%
Disabled	92	100	+8.7%
Undeclared Disability	276	176	-36.2%
Part-Time	216	214	+0.9%
Average Age (years)	45.0	45.2	+0.2

**Figure 9**

5.1.3 The most significant differences between 2007/8 and 2008/9 were that both unknown ethnicity and undeclared disability status decreased. However, higher declaration rates have meant that, compared with the previous year, there were relatively more white and non-disabled staff than expected. This was more pronounced in pay bands 1 to 3 but was also true in pay band group 4-5.

5.1.4 Over 90% of staff that were in post at the end of 2007/08 were still in post a year later. The average age of staff increased by 0.2 years.

## 6 Recruitment

### 6.1 Introduction

6.1.1 Recruitment has been split into two types; internal and external. The analysis covers the diversity of applications and appointments compared with applications.

### 6.2 External Recruitment

6.2.1 In 2008/9, VOSA received 8,341 external applications for posts across Great Britain.

6.2.2 The majority of these applications were for pay band 2 and 3 posts, although there was also a large number of applications for posts at the pay band 1 level.

6.2.3 The majority of external applications at all levels were from males (82% across VOSA). At pay band 3, 90% of external applications were from males. The lowest proportion of applications from males was for posts at pay band 2 (77%).

6.2.4 Practically every region showed a significant difference in the level of applications from males and females, compared with the local population. The majority of applications at all levels were from males.

6.2.5 6.7% of external applications were from ethnic minority candidates.

6.2.6 There were some differences in the proportions of applications from ethnic minority candidates compared with the population mix across Government Office Regions. There were more applications to posts in pay band 2 and pay band 3 from ethnic minority candidates in the South West region than expected given the overall ethnic mix of this area, but there were fewer applications than expected from ethnic minority candidates in London, the North West, the West Midlands and the South East.

6.2.7 2.7% of external applicants had declared a disability.

6.2.8 Across all regions, there were fewer applications from disabled candidates than expected, given the proportion of disabled people in the local area.

### 6.3 Internal Recruitment

6.3.1 This section compares applications for posts in each pay band with the staff already in that pay band and its feeder pay band.

6.3.2 In total, there were 298 applications to posts through internal recruitment. Far fewer than reported in 2007-08 (1160). The vast majority of applications were for posts in pay bands 2-4.

- 6.3.3 As in previous analysis, there were more female applicants for pay band 4 posts than expected, given the gender mix of pay bands 4 and 3. However, there was no significant difference in the proportion of male or female applicants for posts in any other pay band.
- 6.3.4 There were no significant differences in the ethnicity or disability status of internal candidates compared with the population of each pay band and its feeder pay band.

## 7 Diversity in the VOSA appointment process

### 7.1 Introduction

- 7.1.1 The following analysis looks at all applications to VOSA posts (internal and external), and considers how the candidates from each diversity group fared throughout the application process.
- 7.1.2 The first part of the analysis looks at the overall diversity profile of applicants and the second looks at application straight through to appointment. The next three parts break down the stages to consider each stage separately.
- 7.1.3 The information collected is for candidates applying both on promotion and as direct entrants or through lateral transfer to a pay band.

### 7.2 Applications to VOSA

- 7.2.1 Overall, 6,997 (81.5%) of applicants for VOSA posts were male. In pay bands 2 and 4, around 25% of applicants were female, with lower proportions at all other pay bands.
- 7.2.2 6.6% (564) of all applications were from ethnic minority candidates, and 2.7% (229) were from disabled candidates.
- 7.2.3 About three quarters of the 8,583 applications received were for non-technical posts. The diversity profile of applicants for these therefore was similar to the overall figures. The profile of technical applicants was quite different: just 2.4% of applicants were female. 9% of applicants were from an ethnic minority background, and 3.2% were disabled.

### 7.3 Application to appointment

- 7.3.1 This section considers candidates' success from the start to the end of the appointment process. That is, it compares the ethnicity, gender and disability of candidates appointed with the ethnicity, gender and disability of initial applicants.
- 7.3.2 For the 8,583 candidates who initially applied, and for whom we know the eventual outcome, the overall success rate was 4.5%.
- 7.3.3 Overall, there were no significant differences in success rates for ethnic minority or disabled applicants, although there was a slightly significant difference in the gender success rate: females were more successful (5.9% of females were successful, compared with 4.2% of males).
- 7.3.4 The overall significant difference in the success rate for females was almost entirely driven by their success at pay band 3 (where 14.5% of female applicants were appointed compared with 5.5% for males). This was a

significant difference. Differences at other pay bands were much less pronounced, and were not significant in any other pay band.

- 7.3.5 Females were more successful than males in their applications for both technical and non-technical posts. For non-technical posts, in addition to their success at pay band 3 (13.6% compared with 3.7%) they also had a significantly higher success rate at pay band 2 (3.5% versus 1.7%).
- 7.3.6 For technical posts, ethnic minority applicants were significantly less successful than white applicants (2% compared with 9.9% across all technical applications). The majority of technical posts were at pay bands 2 and 3.
- 7.3.7 There were no significant differences in ethnic minority candidates' success levels for non-technical posts.

#### **7.4 The sift stage**

- 7.4.1 There was no significant difference in success rate at the sift stage when gender or ethnicity was considered.
- 7.4.2 However there was a gender difference in the sift success rates of applicants to non-technical posts at pay bands 2 and 3: females were more successful than males. (10% of females were successful in the pay band 2 sift compared with 6% of males; and 26% at pay band 3 compared with 11% male success).
- 7.4.3 Disabled applicants were significantly more likely to get through the sift than non-disabled applicants, particularly at pay band 2, where 57% of applicants were successful, compared with just under 11% of non-disabled applicants. Similar high success rates at the sift stage were seen for disabled applicants to non-technical posts.
- 7.4.4 No significant differences in sift success rates were observed for applications to technical posts.

#### **7.5 Online testing**

- 7.5.1 266 applicants for VOSA posts took an online test. Only two of the candidates tested were female. In the main, online tests were used for posts classed as technical.
- 7.5.2 There were no other significant differences observed.

#### **7.6 The interview stage**

- 7.6.1 This section considers candidates' success at interview.
- 7.6.2 There were no significant differences in the ethnicity of those invited to interview and those who passed.

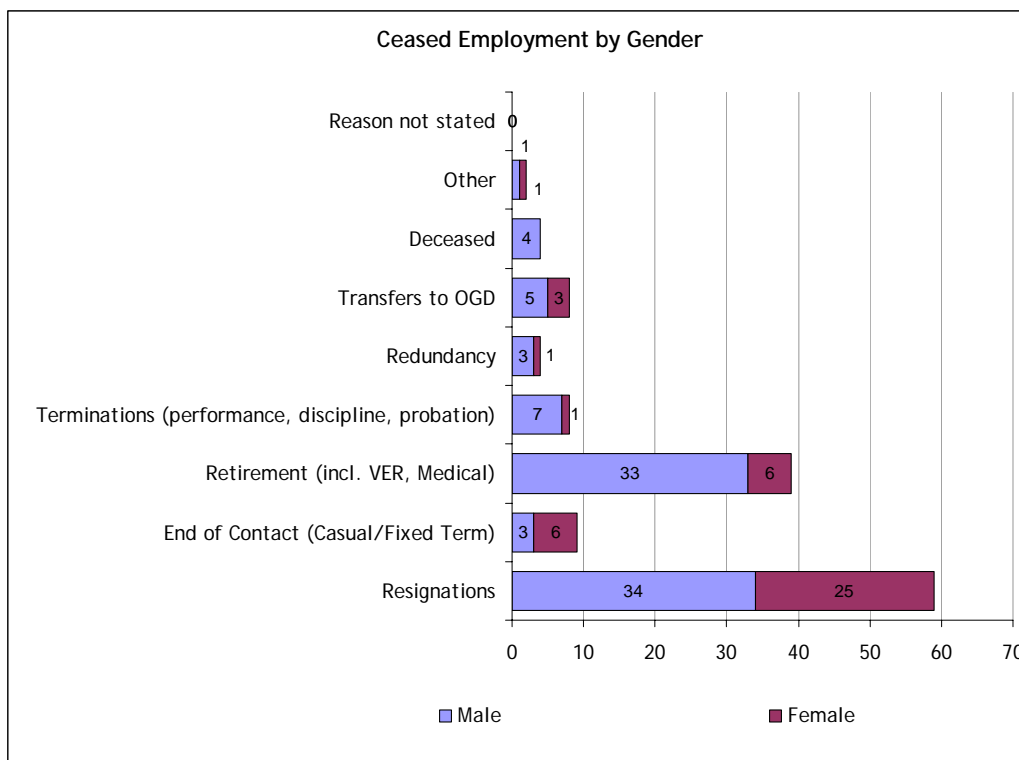
- 7.6.3 However, there were significant differences in the interview success rate of females compared with males, and disabled candidates compared with non-disabled candidates.
- 7.6.4 The overall interview pass rate was 38.4%. However, for females, the pass rate was 51.5%, significantly higher than expected. The female pass rate was higher, but not significantly, than for males across most pay bands, except pay band 3, where the female pass rate (59%) was almost double the 30% male pass rate.
- 7.6.5 A similar pattern was seen in considering interview success for non-technical posts. At pay band 3, female interviewees had a 56.6% success rate, compared with 25.8% for males.
- 7.6.6 Disabled interviewees were significantly less successful overall than their non-disabled counterparts. Their overall interview pass rate was 16.4%, compared with the pass rate of 38.3% for non-disabled candidates. The majority (44) of the 61 disabled candidates had applied for posts at pay band 2. At this level, their pass rate was 13.6%, compared with 43.5% for other candidates: a significant difference.
- 7.6.7 Disabled interviewees for non-technical posts were also significantly less successful than non-disabled interviewees. At pay band 2, their success rate was 11.8% compared with 46.5% for non-disabled interviewees.

## 8 Ceased Employment

### 8.1 Introduction

8.1.1 133 staff left VOSA in 2008/9 (5.3% of staff in post at the end of 2007/08) for a variety of reasons, most commonly retirement or resignation, as shown in Figure . Staff on maternity leave or career breaks have not been categorised as leavers.

**Figure 10**



### 8.2 Gender of employees leaving

8.2.1 Figure 10 shows the number of employees that left VOSA by gender and by reason.

8.2.2 43 (32.3%) of the leavers were female – not significantly different from the proportion of female staff in post (29.1%). Gender leaving rates were not significantly different between pay bands and technical/non-technical staff.

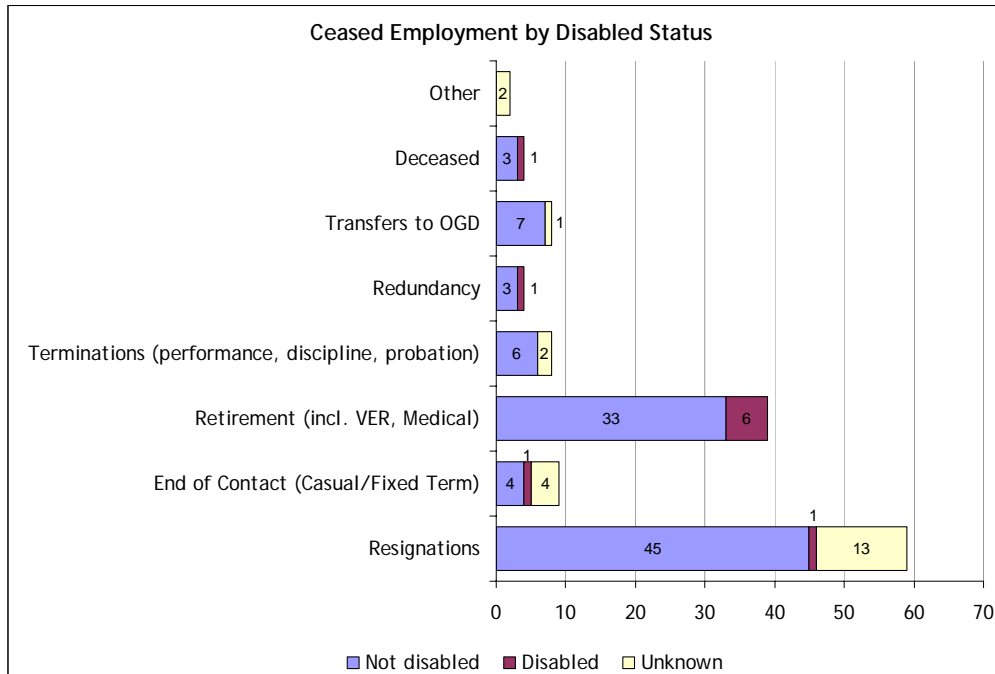
### 8.3 Ethnicity of employees leaving

8.3.1 108 staff that had declared their ethnicity left. Only 5 (4.6%) of staff leaving were from an ethnic minority. This was same (4.6%) as the proportion of ethnic minority staff in post. However, more staff that had not declared their ethnicity left than was expected in the lower pay bands.

## 8.4 Disability status of staff leaving VOSA

8.4.1 Figure 11 shows the number of employees that left VOSA by disability status and by reason.

**Figure 11**



8.4.2 111 staff that declared their disability status left VOSA. Of these 10 (9.0%) were disabled. This is significantly higher than the 4.1% of staff in post who had declared themselves disabled. There was also a higher proportion of staff with undeclared disability status leaving. This was more pronounced in pay bands 1 and 2.

## 9 Performance Assessment

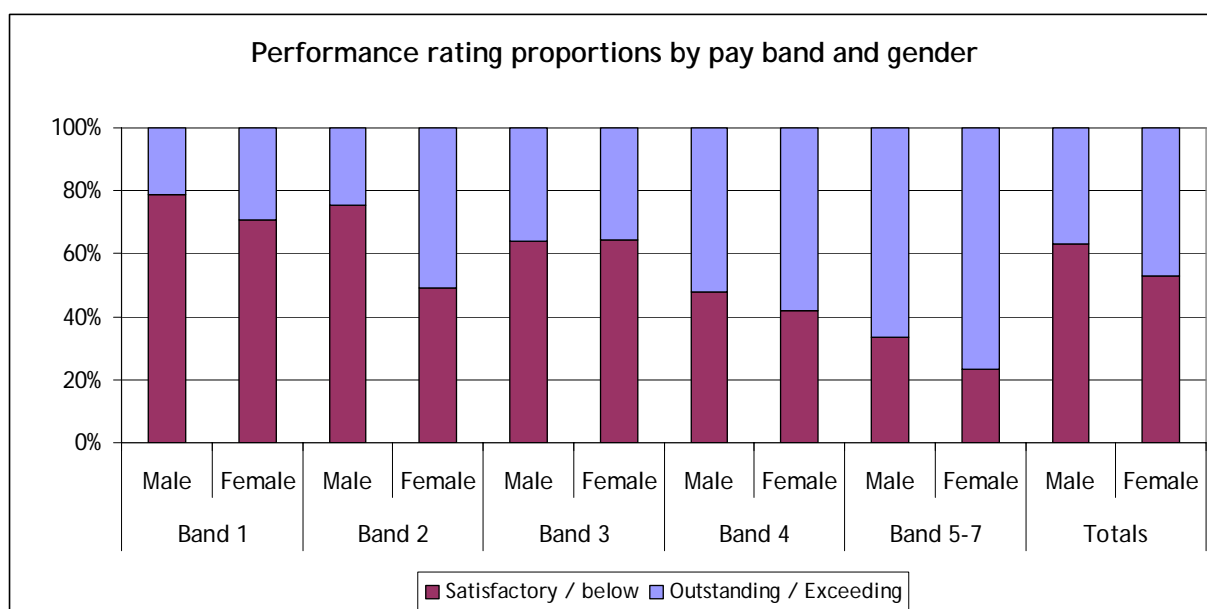
### 9.1 Introduction

9.1.1 The following analysis considers how each equality group has been assessed against the top performance rating (Box Mark 1 – Outstanding). We also considered the top two performance ratings - Box 1 (outstanding) and Box 2 (exceeding) - combined.

### 9.2 Gender

9.2.1 Figure 12 shows performance ratings received by male and female staff in VOSA. Ratings have been grouped into two categories for this chart, and some of the pay-bands combined to maintain confidentiality of data.

Figure 12



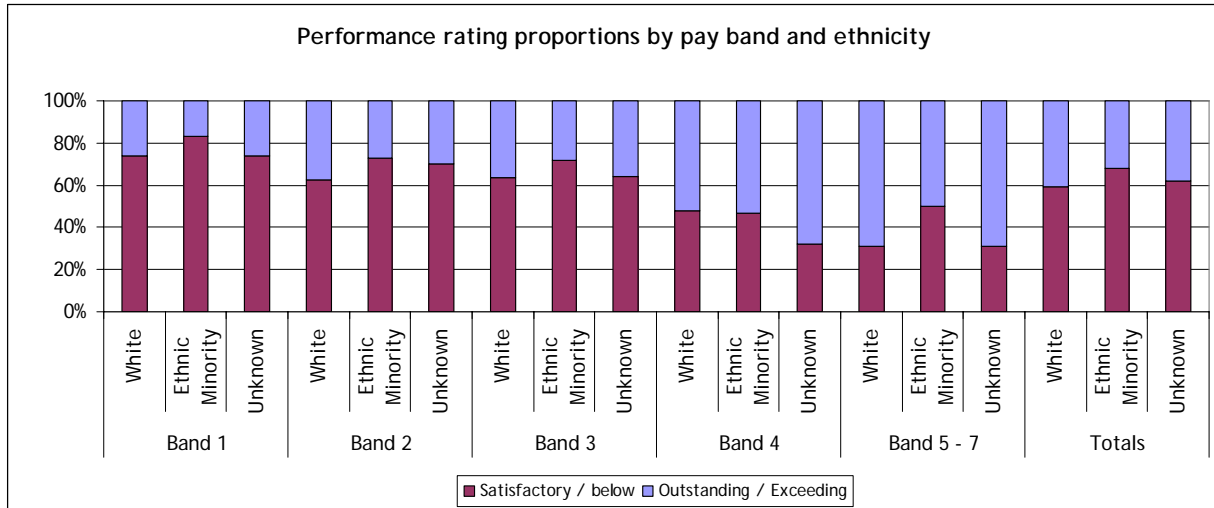
9.2.2 There were significant differences in the highest performance ratings received by males and females; overall and in pay band 2. The analysis indicates that overall, females were more likely to have received an Outstanding rating than males, with 32 (4.8%) female staff achieving this, compared with 59 (3.8%) male staff.

9.2.3 Females also received a disproportionately high number of top performance ratings, when considering the top two performance ratings together, both overall and particularly in pay band 2.

### 9.3 Ethnicity

9.3.1 Figure 13 shows the performance ratings across VOSA for white and ethnic minority staff. It also shows the breakdown for staff whose ethnicity is unknown.

Figure 13



9.3.2 Taking the top two performance marks together, there was no significant difference in the proportion of staff from an ethnic minority being awarded these ratings. However, taking the performance marks separately, significantly fewer ethnic minority staff than expected received an Outstanding performance rating.

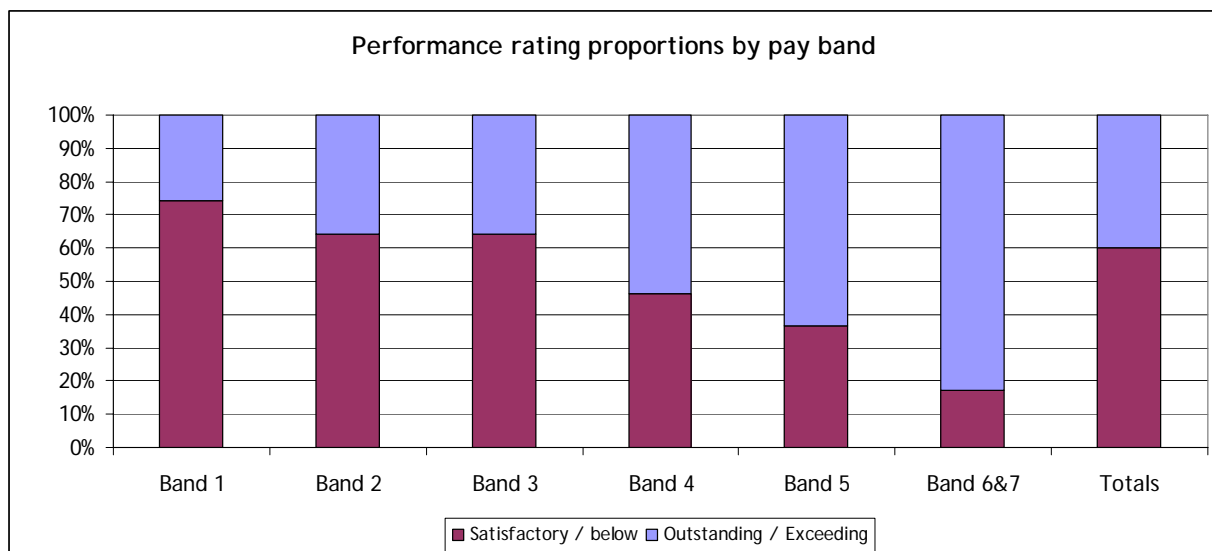
### 9.4 Disability

9.4.1 There were no significant differences in the performance ratings awarded to disabled staff compared with other VOSA staff.

## 9.5 Pay Band

- 9.5.1 Significantly more of the highest scoring staff than expected were from pay bands 4 and 5, with 32 (7.3%) staff from bands 4 and 5 combined achieving the Outstanding rating.
- 9.5.2 Taking the top two performance ratings together, fewer pay band 1 staff received a high rating than expected, and more staff from pay bands 3 to 6.
- 9.5.3 Figure 14 shows the performance ratings by pay band, where Exceeding and Outstanding have been combined, and Satisfactory / below have also been combined [there are very few below satisfactory marks in any pay band].

**Figure 14**



## 9.6 Technical/Non-Technical Staff

- 9.6.1 Of the technical staff, significantly fewer staff from band 2 and more from band 4 than we would expect were awarded an Outstanding performance rating. The highest scoring technical staff from pay bands 4 and 5 combined were significantly younger than we would expect.
- 9.6.2 Of the highest scoring non-technical staff, there were more than we would expect from pay band 6, with 9 (26.5%) band 6 staff achieving an Outstanding performance rating.

## 9.7 Other Analysis

- 9.7.1 Taking the top two performance ratings together, revealed that the top scoring staff had received less training than expected, particularly in bands 2 and 3. On closer analysis, this was true for both technical and non-technical staff.

- 9.7.2 Considering just the top performance rating, the pay band 6 staff who received an Outstanding performance rating had received significantly less training than expected.
- 9.7.3 For non-technical staff, more full time staff received one of the two highest performance ratings than we would expect. This effect was strong enough to be flagged up as significant overall.
- 9.7.4 Among technical staff, staff receiving one of the top two performance ratings were significantly younger than we would expect.
- 9.7.5 Also for technical staff, fewer staff from bands 1, 2 and 3 achieved an Outstanding or Exceeding rating. Of the non-technical staff, there were also fewer from band 1, but also significantly more staff from bands 4, 5 and 6 than we would expect.

## 10 Training and Development

10.1 The data analysed was days of training.

10.2 On average, staff in VOSA attended 4.8 days training in 2008/09.

10.3 Male staff in PBs 1 and 2 attended significantly more days training than female staff in the same pay bands: they had on average 2.7 days of training, compared with 0.6 days. At PB2, males had an average of 3.5 days' training compared with 0.4 for females.

## 11 Grievances and Discipline

11.1 There were 15 grievance cases in VOSA in 2008/09 and 42 discipline cases.

11.2 The majority of grievances and discipline cases involved white non-disabled males, as you might expect from the VOSA population.

11.3 No significant differences were found in the staff involved in grievances and disciplines, compared with the staff in post.

## A Annex A: Working-age populations used for Equality Monitoring comparisons

### A.1 Reporting Locations

- A.1.1 To compare the diversity of staff in post with the local working-age population, we attached each building where staff were located to a Reporting Location, e.g. London, Swansea, etc. This meant 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.
- A.1.2 For each Reporting Location we identified a catchment area and generated local working-age population figures based on data for that catchment area.
- A.1.3 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.2 Key Data Sources

- A.2.1 The GB population data at Local Authority<sup>2</sup> 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 gender, age, ethnicity, industry and occupation<sup>3</sup>.
- A.2.2 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. Data for Northern Ireland was taken from the **Northern Ireland Labour Force Survey (NI LFS)**.
- A.2.3 APS data used in the 2008-09 Equality Monitoring reports was based on the one year period October 2007 - September 2008, and downloaded from [www.nomisweb.co.uk](http://www.nomisweb.co.uk) ("Nomis") on 14th April 2009.
- A.2.4 The equivalent data from the Northern Ireland Labour Force Survey was also available via Nomis and was downloaded on the same day. These figures were used to represent the population of Northern Ireland (see section A.5.5 below).

### A.3 Population

- A.3.1 Population data at local authority level from the APS was combined with **mid-year (30 June) population estimates** for 2007. These were also at Local

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<sup>2</sup> Local authorities including County Councils rather than District Councils.

<sup>3</sup> Further information on the survey can be found at <http://www.ons.gov.uk/about-statistics/user-guidance/lm-guide/sources/household/aps/index.html>.

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 this we took the number of males aged 15-64 years and females aged 15-59 years (only five year age bands were available).

A.3.2 Equivalent NI figures from the Northern Ireland Statistics and Research Agency (NISRA) were downloaded on 14th April 2009 from <http://www.nisra.gov.uk/demography/default.asp17.htm>.

## A.4 Disabled Status

A.4.1 The APS asks respondents whether they are currently DDA disabled<sup>4</sup>, work-limiting disabled, both DDA disabled and work-limiting disabled, or not disabled. The population data on proportions of the working-age population that are disabled used in this report cover DDA disabled, work-limiting disabled, and both DDA and work-limiting disabled

A.4.2 Northern Ireland disability statistics from the NI LFS were obtained via Nomis.

## A.5 Ethnicity

A.5.1 APS data was available for the following ethnic groups:

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

A.5.2 We have described the remaining proportion as “White” and grouped Indian and Pakistani/Bangladeshi to create a broader “Asian” ethnic group.

A.5.3 It should be noted that no separate APS data was available for the Chinese ethnic group, which was contained within the Other group. As a result, it was not possible to perform analysis against the Reporting Location population for the Chinese ethnic group.

A.5.4 In order to represent this group in our charts, we used a set figure for the proportion of those of Chinese ethnic background in England of 0.78%. This figure is taken from mid-year **Population Estimates by Ethnic Group (Experimental) 2007**. More details on this data can be found at <http://www.statistics.gov.uk/StatBase/Product.asp?vlnk=14238&More=Y>.

A.5.5 Northern Ireland ethnicity figures from the NI LFS were obtained via Nomis.

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<sup>4</sup> As defined in the Disability Discrimination Act.

## Annex B: VOSA locations

The table below shows all VOSA locations, and the geographical groups they have been classified into.

Area	Location	Area	Location	Area	Location	Area	Location
Berkeley House	Berkeley House	North East	Berwick Upon Tweed	South East	Bicester	Wales	Aberystwyth
East Midlands	Derby	North West	City Centre Training	South West	Canterbury	West Midlands	Ammanford
	Grantham		Darlington		Cowes		Bridgend
	Kettering (RTE)		Newcastle		Dover (RTE)		Caernarfon
	Leicester		Bredbury		Gillingham		Coldra
	Northampton		Bromborough		Guildford		Haverfordwest
Nottingham	Carlisle	Hastings	Llandrindod Wells				
Eastern	Bury St Edmunds (RTE)	Scotland	Chadderton		Lancing		Llantrisant
	Cambridge		Kirkham		Newbury		Pontypool
	Chelmsford		Liverpool		Northam		Wrexham
	Crimplesham		Milnthorpe		South Eastern TAO		Birmingham
	Eastern TAO		North Western TAO		South Mimms		Doxey (RTE)
	Harwich (RTE)		Workington		Southampton		Hereford
	Ipswich		Aberdeen		Thetford		Kidderminster
	Leighton Buzzard		Bishopsbriggs		Almondsbury		Perry Barr (RTE)
	Norwich		Dumfries		Avonmouth		Shrewsbury
	Peterborough		Glasgow Training Grp	Bristol	Stoke		
Purfleet	Inverness	Calne	West Midlands TAO				
Royston	Kilmarnock	City Point	Wolverhampton				
Ellipse	Ellipse	Kirkcaldy	Exeter	Yorks &			
London	Belvedere	Livingston	Gloucester	Humberside	Beverley		
	Cyprus	Moray Firth Training	Plymouth		Doncaster		
	Edmonton	Perth	Poole		Doncaster (RTE)		
	Mitcham	Scotland TAO	Redruth/Camborne		Grimsby		
	Watford		Salisbury		Leeds		
	Yeading		South Molton		North Eastern TAO		
			St Austell		Scarborough		
		Taunton	Sheffield				
		Western TAO	Sprotborough (RTE)				
			Steeton				
			Walton				

## Annex C: Mapping of pay bands and performance ratings

The following table shows how VOSA pay bands have been mapped onto a standardised set of pay bands ranging from pay band 1 to pay band 7 (PB1 to PB7):-

VOSA PAY LEVEL	VOSA GRADE	GRADE DESCRIPTION	Standardised Payband
Level 1	Handyperson		PB1
Level 1	Messenger		PB1
Level 1	SGB2	Manual Technician	PB1
Level 2	AA	Admin Assistant	PB1
Level 2	Typist		PB1
Level 2	Tester	Vehicle Tester	PB1
Level 3	SGB1	Manual Technician -higher grade	PB2
Level 3	AO	Admin Officer	PB2
Level 3	ESO	Enforcement Support Officer	PB2
Level 3	BCO	Bus Compliance Officer	PB2
Level 3	VI	Vehicle Inspector	PB2
Level 4	EO	Executive Officer	PB3
Level 4	TE	Traffic Examiner	PB3
Level 4	PTO	Professional & Technical Officer eg.Vehicle Examiner,Technical Trainer	PB3
Level 4	SPS	Senior Personal Secretary	PB3
Level 5	EO Level 5	Executive Officer - Level 5	PB3
Level 5	TE Level 5	Traffic Examiner - Level 5	PB3
Level 5	PTO Level 5	Vehicle Examiner - Level 5, Senior Technical Trainer	PB3
Level 5	SPS Level 5	Senior Personal Secretary - Level 5	PB3
Level 6	HEO	Higher Executive Officer	PB4
Level 6	STE	Senior Traffic Examiner	PB4
Level 6	HPTO	Higher Professional & Technical Officer eg. Senior Vehicle Examiner,Mechanical Engineer	PB4
Level 7	SEO	Senior Executive Officer	PB5
Level 7	SPTO	Senior Professional & Technical Officer eg Senior Mechanical Engineer	PB5
Level 8	Grd 7 Level 8	eg Head of Branch, Head of Department,Senior Manager	PB6
Level 9	Grd 7 Level 9	eg Head of Branch, Head of Department	PB6
Level 10	Grd 6	Director - non SCS	PB7