

WORKFORCE MONITORING REPORT JUNE 2012

INTRODUCTION

This report reviews the diversity profile of the workforce, job applicants and leavers. The Human Resources team carry out this review on an annual basis.

The data is taken from Selima which is the HR database. All existing members of staff have been asked to complete a confidential equality monitoring form and the data from this was added to their Selima record. All job applicants are asked to complete the same form so that as new recruits join their details are also included.

Most equality data is unlikely to change during a person's lifetime, but we do include a question on the annual appraisal form to identify anyone who has developed a disability during the year. In addition, staff who use computers have self-service access to amend their equality profile at any time.

1. MAKE UP OF WORKFORCE AT 1 JUNE 2012

- 1.1 **Staff numbers.** At 1 June 2012 the Council employed 796 people (741.8 full time equivalents). 5 of these people are employed twice in two different part-time posts so are counted twice. 592 people (74 per cent) are at grade 1-6, 190 people (24 per cent) at grade A-F* and 14 people (2 per cent) at head of service and above.
- 1.2 **Gender.** The workforce is split between 58 per cent male and 42 per cent female staff. No members of staff declared themselves to be transgender on the confidential equality profile monitoring form.
- 1.3 **Disability.** 20 staff describe themselves as having a disability on the equality profile monitoring form. 13 stated they did not wish to declare either way and 28 did not answer the question. Taking only the 20 staff who made a declaration and disregarding those who may have a disability but preferred not to declare it, 2.5 per cent of the workforce has a disability, compared to census data that shows that around 2.3 per cent of the working age population in Guildford are permanently sick or disabled. Thus staff with disabilities are appropriately represented in our workforce.
- 1.4 **Ethnicity.** The workforce is predominately of white ethnicity, with 93.4 per cent describing themselves as white, 2.7 per cent from other ethnic backgrounds and 3.9 per cent undeclared or unspecified.

White British	699	87.8%
White Irish	5	0.6%
White other	39	4.9%
Asian or Asian British	3	0.4%
Any other mixed background	2	0.25%
Black or Black British	3	0.4%
Indian	1	0.1%
Pakistani	2	0.25%
African	2	0.25%
Mixed	3	0.4%
Other	2	0.25%

Not specified	23	2.9%
Caribbean	2	0.25%
White and Asian	1	0.1%
Do not wish to declare	8	1%

Percentages in the table above are rounded up or down

Do not wish to declare – ticked box to state that as their preference

Not specified – didn't tick any box for this question

- 1.5 These figures can be compared with the population make up of the borough. The 2001 census figures showed that 90.4 per cent of the local population described themselves as white with 8.6 per cent from other ethnic groups. The remainder chose not to declare. This indicates that ethnic minorities are currently under-represented in the workforce, although the population make-up may have changed since the last census. The figures are an improvement on 2011 when only 2.4 per cent of the workforce declared themselves to be of ethnic minority origin.

- 1.6 **Age.** The Council employs people in all age ranges. Its age profile is skewed towards the 40s and 50s age brackets, with over half of all staff being in this age group. We have seen a reduction in the number of people employed in their twenties (drop from 13 per cent to 8 per cent) following the outsourcing of our three leisure venues last year.

Under 20	5	0.6%
20-29	64	8%
30-39	160	20.1%
40-49	233	29.3%
50-59	252	31.7%
60-69	74	9.3%
70 and over	8	1%

Percentages in the table above are rounded up or down

- 1.7 **Religious belief.** 41.4 per cent of staff chose not to declare any religion. Christianity is the most represented religion at 37.5 per cent (Catholics are also Christians but sometimes prefer to identify their denomination). There has been no noticeable change from last year.

Baha'i	2	0.25%
Buddhist	2	0.25%
Catholic	8	1%
Christian	291	36.5%
Do not wish to declare	41	5.15%
Hindu	4	0.5%
Jewish	2	0.25%
Knowledge	1	0.13%
Muslim	3	0.37%
No religion	171	21.1%

Other	5	0.6%
Pagan	1	0.13%
Rastafarian	1	0.13%
Spiritualism	1	0.13%
Not specified	263	33.5%

Percentages in the table above are rounded up or down

Do not wish to declare – ticked box to state that as their preference

Not specified – didn't tick any box for this question

- 1.8 **Sexual orientation.** 41 per cent of staff chose not to declare their sexual orientation, which was to be expected given the sensitivity and private nature of sexuality. It may be, therefore, that that we have higher levels of homosexual and bisexual staff than is shown by this data.

Bisexual	7	0.9%
Do not wish to declare	43	5.4%
Gay man	5	0.6%
Gay woman/lesbian	4	0.5%
Heterosexual/straight	474	59.55%
Not specified	261	32.8%
Other	2	0.25

Percentages in the table above are rounded up or down

Do not wish to declare – ticked box to state that as their preference

Not specified – didn't tick any box for this question

2. HR PERFORMANCE INDICATORS

- 2.1 The HR performance indicators include a number relating to the diversity of the top 5 per cent of the workforce (40 staff). These figures are close to the percentages across the whole workforce with an exception being that staff of ethnic minority origin are not proportionately represented in the top 5 per cent of earners.

Top 5% of earners	% in workforce	% in top 5% of earners
Female staff	42	40
Staff with a disability	2.5	2.5
Ethnic minority staff	2.7	0

Percentages in the table above are rounded up or down

3. MONITORING OF THE RECRUITMENT PROCESS

- 3.1 Applications for advertised vacancies are now monitored for all the equality strands. The results of recruitment monitoring for the period 1 June 2011 – 31 May 2012 are shown below.
- 3.2 **Gender.** Of 1,637 applicants 896 were male and 741 were female. 15 applicants declared themselves to be transgender. The gender split of 55 per cent male and 45 per

cent female is slightly different to our current staffing split of 58 per cent male and 42 per cent female. In order to achieve a more even gender balance in the workforce the Council would need to attract and appoint more female applicants to vacant posts. We are increasing the flexible working options on offer which may attract more female applicants and will continue to use best practice recruitment processes to identify the most suitable applicant for the job.

3.3 **Disability.** Of 1,637 applicants 33 declared themselves to have a disability with 31 applying under the Two Tick system. This equates to 2 per cent of all applicants which is close to the percentage of disabled people in the local population (2.3 per cent) and an improvement on last year's 1 per cent of applicants. The improvement may reflect the work the Council has done on equality and diversity during the year, including being reaccredited under the Two Tick scheme, as this may have encouraged disabled people to regard the Council as an employer which welcomes and values staff with disabilities.

3.4 **Ethnicity.** Applicants are predominately of white ethnicity, with 77 per cent describing themselves as white and 21 per cent from other ethnic backgrounds. This shows that a greater percentage of people of ethnic minority backgrounds are applying for jobs with the Council than have previously been successful in obtaining employment there. There are many possible explanations for this including that improvements in equality practice have encouraged more people from an ethnic minority to apply, or that recruiting managers are discriminating against people from ethnic minorities or that the best person for the job has been appointed but that many times this has been a white person. There is no evidence of discrimination (no complaints and no decisions which can't be justified) and recruitment processes and training are designed to avoid discrimination.

White British	1129	69%
White Irish	18	1%
White European	65	4%
White other	41	3%
Indian	52	3%
Pakistani	35	2%
Bangladeshi	61	4%
Sri Lankan	9	0.5%
Other Asian	33	2%
African	80	5%
Caribbean	16	1%
Chinese	7	<0.5%
Arab	1	<0.5%
Other	14	1%
Mixed – White and Black African	4	<0.5%
White and Black Caribbean	4	<0.5%
White and Asian	14	1%
Other mixed	12	1%

Other black	8	<0.5%
-------------	---	-------

Percentages in the table above are rounded up or down. The remainder percentage is where applicants did not state their ethnicity.

3.5 **Age.**

16-24	271	17%
25-34	472	29%
35-44	335	20%
45-54	343	21%
55-64	140	9%
65+	8	<0.5%

Percentages in the table above are rounded up or down. The remainder percentage is where applicants did not state their age.

3.6 The Council is attracting more applicants in the younger age groups which will help it address its age profile.

3.7 **Religious belief.** Christianity is the most represented religion at 46 per cent of all applicants. This is higher than the percentage of staff who are Christian (37.5 per cent) which indicates that there is no bias towards the most common religious belief in the recruitment practices or in selection.

No religion	557	34%
Buddhist	10	<0.5%
Christian	758	46%
Hindu	52	3%
Muslim	71	4%
Rastafarian	2	<0.5%
Baha'i	4	<0.5%
Jewish	8	<0.5%
Sikh	21	1%
Other	19	1%

Percentages in the table above are rounded up or down. The remainder percentage is where applicants did not select any option.

3.8 **Sexual orientation.** 84 per cent of applicants declared themselves to be heterosexual but many didn't answer the question, so the data is not complete. Almost 60 per cent of the current staff declare themselves to be heterosexual which suggests that the recruitment practices are not biased in favour of heterosexual people in any way.

Bisexual	11	1%
Gay man	31	2%
Gay woman/lesbian	53	3%
Heterosexual/straight	1377	84%

Other	20	1%
-------	----	----

Percentages in the table above are rounded up or down. The remainder percentage is where applicants did not select any option.

- 3.9 Figures produced by the government as part of plans for Civil Partnership implementation suggest that 6 per cent of the UK population is homosexual. This means this group is appropriately represented in applicants, suggesting that the Council is regarded as an accepting and supportive workplace.

4. OTHER MONITORING

- 4.1 Human Resources also monitor the following issues during the Council's financial year on a quarterly basis. The figures below are for the financial year 2011-2012.
- 4.2 **Grievance proceedings.** 1 formal grievance was raised, by a woman. The number of grievances raised is too small to draw any conclusions about the equality breakdown of the relevant staff.
- 4.3 **Disciplinary proceedings.** There were 29 disciplinary investigations resulting in 24 formal disciplinary hearings. 28 of the investigations and 24 of the disciplinaries were for men. None involved an employee with a disability or staff from ethnic minority backgrounds. A higher proportion of men have disciplinary action taken against them than the proportion of men in the Council workforce. Human Resources have reviewed the disciplinary policy and procedure but have not identified anything which could be discriminating against men. The likely reason for more men being disciplined is that more disciplinaries take place with manual workers, a higher proportion of whom are men.
- 4.4 **Leaving the Council.** 212 staff left the Council which included voluntary resignations, dismissals, retirements and deaths in service. 106 staff left the Council by TUPE transfer to another organisation. 110 leavers (52 per cent) were male and 102 (48 per cent) were female. 186 leavers (87.7 per cent) were from a white background, 8 (3.8 per cent) from other ethnic minority backgrounds, and 18 (8.5 per cent) did not wish to declare. On religious belief 61 were Christians (28.8 per cent), 46 had no religion (21.7 per cent), 6 had other religions (2.8 per cent) and 99 did not wish to declare (46.7 per cent). 8 of the leavers had a disability (3.8 per cent). 114 leavers were heterosexual (53.8 per cent) and 97 did not wish to declare (4.7 per cent) and 1 gay man left (0.47 per cent). There were 24 leavers in the 16-24 age group (11 per cent), 62 leavers in the 25-34 age group (29 per cent), 28 in the 35-44 (13 per cent) and 43 in the 45-54 age groups (20 per cent), 41 in the 55-64 age group (19 per cent) and 14 in the 65 and over age group (7 per cent).
- 4.5 A slightly larger percentage of leavers are from a non-white ethnic background than the percentage in the workforce, however only 4 of the 8 ethnic minority leavers were voluntary resignations – the others transferred out under TUPE as part of the transfer of our leisure venues (3 people) or were made redundant (1 person). The voluntary ethnic minority leavers represent around 2 per cent of total leavers which is below the 2.7 per cent ethnic minorities employed.
- 4.6 A larger percentage of younger staff left during the year but this was due to the TUPE transfer of our three leisure venues which employed larger proportions of young people. Larger percentages of staff over 55 also left and this reflects early retirements which took place through service restructures.
- #### 5. UPDATE ON PREVIOUS ACTIONS
- 5.1 Last year we identified a number of actions to try and improve our equality profile. The following were all implemented:

- we looked at exit interviews to see whether there was any indication that staff from ethnic minorities were leaving for reasons related to discrimination. We didn't find anything of concern
- we contacted Stonewall for advice on how we could make the Council a more attractive employer and the workplace a more comfortable or accepting place for people of homosexual or bisexual preferences. We applied their advice when developing monitoring forms and policies. Our equality profile figures have improved in this area but we have no specific evidence to link the improvement to the changes we have made
- we now require all managers undertaking recruitment to be trained first to ensure they understand how to avoid discrimination in recruitment practice
- we have launched a flexible working project as part of our Transformation Programme which will develop our flexible working practices to allow more women (and men) with child care or elder care responsibilities to apply for jobs and to remain in employment
- we have offered training and support to develop people's management skills and a particular programme for middle managers. Although this was not just for women, the percentage of women in the top 5 per cent of earners has increased since last year
- we have increased the available training on equality and diversity and now require new recruits to attend this compulsory training before they can pass their probationary period. We hope this is one of the reasons that we have gained a higher percentage of ethnic minorities both as job applicants and as members of staff than last year
- we have been reaccredited under the Two Tick system for support for disabled applicants
- we ran a Religion and Belief Awareness Day for staff and councillors to increase understanding of different faiths and practices. Feedback from attendees was that they would be more sensitive to others' beliefs and would also have a better understanding and be better able to understand other people's attitudes in future.

6. FUTURE ACTIONS

- 6.1 A key issue is the under-representation of ethnic minority people in our workforce and particularly in the top 5 per cent of earners. High percentages are applying for jobs but insufficient are successful to align the workforce with the ethnic profile of the local community. The recruitment process and documentation are being reviewed this year and we will consider whether there is anything that can be changed which might help with this issue. We will also run more recruitment training following the review. This will act as refresher training to those already trained and pick up any new managers in preparation for future recruitment. As the top 5 per cent of earners is a small group of 40 staff, there are limited opportunities through turnover to address the imbalance there – an opportunity only arises when someone from within that group of 40 staff leaves.
- 6.2 The gender balance of the workforce swung further towards men last year and we need to try and attract more women to apply for vacancies, of a calibre who will be appointed. We hope that the new project on flexible working will make the Council a more attractive employer for women who are trying to balance work with caring responsibilities.
- 6.3 This year as part of our equality work we are jointly running a workshop with Guildford Access Group to gather feedback from people (both staff and public) with visual impairments. We hope that this will help us identify further actions we can take to make the Council more accessible for people with visual impairment, whether they are customers, job applicants or staff. Although it is not a key aim of the work, it could help us to improve the percentage of disabled people who apply to work with us by attracting more applicants with visual impairment. The following year we plan to run similar workshops to look at auditory and physical impairments. The workshops have been

planned as part of our general work in equality and diversity and not because of concerns raised by the workforce profile, but could help with profile results.

- 6.4 We are identifying opportunities to offer apprenticeships for local young people and help them into work. This will help us address the imbalance in the age profile of our staff.
- 6.5 To support our workforce monitoring, we will do what we reasonably can to encourage current staff and job applicants to complete all of the categories on the equality monitoring form. All staff who have not fully completed the equality monitoring form will be contacted and given another opportunity to complete the form if they are happy to do so.
- 6.6 We will continue to monitor the workforce profile on an annual basis to identify areas for further focus.

Judith Coslett
Head of Human Resources