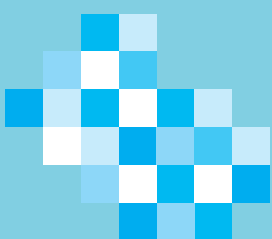




# Diversity Annual Report



2002 - 2003

## Contents

Introduction by Sir John Bourn	2
Preface by Wendy Kenway-Smith, Assistant Auditor General responsible for Human Resources, and Jim Rickleton, Assistant Auditor General and Chair of the Diversity Steering Group	3
Part 1: Who we are	4
Part 2: Our diversity policy	5
Part 3: Our employment procedures	7
Part 4: How we are involving the whole Office in diversity	14
Annex A: Our performance in the last year	16
Annex B: Detailed diversity statistics	20

## Introduction by the C&AG

We have maintained our commitment over the past year to diversity and equality of opportunity for our people at the NAO. The nature of our work and our high public profile make it essential that we are, and are seen to be, a fair and open organisation that maintains the highest standards in our treatment of staff. This Diversity Annual Report is one way that we measure and report on how we are performing. This year we are also using it to report on our performance against our Race Equality Scheme.

Each member of the NAO senior management team has made a personal commitment to encouraging diversity. As part of this commitment, I appointed Jim Rickleton, Assistant Auditor General, to take over from Martin Pflieger as Chair of our Diversity Steering Group on Martin's retirement. The Group is taking forward a series of actions in partnership with our human resource team, to ensure that all staff have the opportunity to realise their full potential. The Group has broadened its remit beyond ethnicity to look at all the ways that make us different and how we as an organisation can capitalise on that difference.

Much of this report is about how diversity is a key element of our internal management. However, issues of diversity and equal opportunity are also important in the government programmes we examine in our value for money work. For example, our study of '[Ensuring the effective discharge of older people from NHS acute hospitals](#)' showed that 9 per cent of patients over the age of 75 remained in hospital despite being fit to leave, 34 per cent for more than a month. We encouraged the Government to publish an overall strategy to provide more joined up services in '[Developing effective services for older people](#)'. And our report on '[Progress in making e-services accessible to all - encouraging use by older people](#)' found that more needs to be done to encourage older people to use such services if those services are to provide value for money. In addition, we are working with our partners, Rand Europe, to carry out a study into '[Diversity of service delivery: an examination of equality and diversity in government bodies](#)', which will aim to identify best practice across central government. We have had the full support of Sir Nick Montagu, the Civil Service Diversity Champion, in this work.



**Comptroller and Auditor General**

## Preface by Wendy Kenway-Smith and Jim Rickleton

Welcome to our second Diversity Annual Report, which gives a straightforward and frank account of our performance and activities in relation to diversity. We are committed to meeting the requirements of equal opportunities legislation, of course, and those that are likely to emerge on sexual orientation, age and religion. But we know that diversity is a much wider concept that embraces all the ways in which we can recognise and value the differences in our people and the many benefits those differences can bring to our work.

We believe that the NAO has a track record of good practice and innovation in human resource management, particularly in areas of gender, equal pay and family friendly policies. We have also made progress in widening the participation of ethnic minorities in our work, but we recognise that there remain areas for further improvement. Over the past year, the Diversity Steering Group has conducted a series of reviews identifying opportunities to improve our performance and has established best practice in the treatment of a range of traditionally disadvantaged groups. The Human Resources Team will be drawing on the findings as we review the overall impact which our employment policies have in encouraging a diverse workforce and in supporting achievement of the aims and objectives of the Office.

The NAO also supports the work of the NAO Ethnic Minority Network, which was established in 2000 on the initiative of minority ethnic staff, and aims to raise awareness and understanding of equal opportunity and diversity issues with particular reference to ethnicity. The C&AG has pledged his personal support to the Network. One of the Network's Committee members is also a member of the Diversity Steering Group and we look forward to continuing to work with them on our diversity strategy.

Wendy Kenway-Smith,  
Assistant Auditor General  
responsible for Human Resources

Jim Rickleton,  
Chair of the Diversity Steering Group



# Part 1: Who we are

## Our role

The National Audit Office (NAO) is headed by the Comptroller and Auditor General (the C&AG), Sir John Bourn. We are the principal state audit body of the United Kingdom and NAO staff also provide services to the Auditor General for Wales (AGW). The C&AG is an Officer of the House of Commons and reports directly to Parliament. Sir John currently holds the position of AGW, in which he reports to the National Assembly for Wales.

The C&AG has two key roles. Under statute he is responsible for the financial audit of the accounts of all Government departments and agencies. But he also provides Parliament with value for money reports into the economy, efficiency and effectiveness of government programmes. The NAO also has several international clients, such as the International Labour Organization and the European Agricultural Guidance and Guarantee Fund, which are won in open competition against other bodies. Our Annual Report provides more information at <http://www.nao.gov.uk>

## Our people

We employ around 900 people (929 people as at 31 March 2003). Our financial audit staff are either qualified professional accountants or students with one of the professional accountancy bodies. Entrants to our graduate training scheme study for the Institute of Chartered Accountants in England and Wales' (ICAEW) qualification. We also support around 40 staff to train with other accountancy institutes such as the Chartered Institute of Public Finance and Accountancy (CIPFA), the Association of Chartered Certified Accountants (ACCA) and the Association of Accounting Technicians (AAT).

In our value for money work we use multi-disciplinary teams. These often comprise a range of skills, including economists, social scientists, accountants and statisticians, as well as specialists in particular sectors.

We also have a team of audit staff working at an international level, auditing major international bodies such as the Pan American Health Organization and the World Food Programme.

Our audit staff are supported by some 200 specialist administrative and secretarial staff. Many of these hold professional qualifications from bodies such as the Chartered Institute of Personnel and Development or The Library Association.

As well as drawing on this rich range of expertise, we typically have 70 of our staff on secondment to national and international bodies at any one time. This provides our staff with hands-on experience of delivering public services and working in other organisations. For some, it is an opportunity to assist national audit institutions in developing countries where they benefit from working in a different cultural environment. We also use a wide range of external consultants and other experts, to ensure that our work is high quality, addresses the key issues in each sector and provides added value.

## Our Values

We first launched our Vision, Mission and Values statements in 1997. Our Vision is 'To help the Nation Spend Wisely'. Our mission is 'To promote the highest standards in financial management and reporting, the proper conduct of public business and beneficial change in the provision of public services'.

**Valuing Individuals** is particularly relevant to diversity. This Value states that 'we employ people with talent. We must recognise their achievements and apply fair and flexible systems to help everyone reach their full potential. We value the differences in individuals and the diversity they bring to the organisation'.

We seek to achieve our Vision and Mission through our corporate Values, which underpin the Office's culture and environment. They are:

- Co-operative Spirit
- Integrity
- Looking Outwards
- Making a Difference
- Open Communications
- Professional Excellence
- Valuing Individuals

## Part 2: Our diversity policy

Our commitment to equality of opportunity is underpinned by an equal opportunities policy, which we report against in this Diversity Annual Report. We aim to be an equal opportunities employer by:

- promoting policies and practices that encourage equality of opportunity and respect for all.
- following all employment-related procedures impartially and objectively.
- ensuring that all job applicants and existing members of staff receive equal treatment that is free from unfair or unlawful discrimination.
- ensuring that staff can work in an atmosphere of safety, dignity and respect, knowing that they won't be harassed or bullied.

To achieve this our Human Resources team has adopted a policy of action and implementation. The key elements are to:

- make staff fully aware of the importance of equal opportunities at work and their own rights and responsibilities.
- provide relevant and effective training and guidance to all staff who are responsible for managing others or are otherwise involved in staff-related matters.
- assess and keep under review all our employment procedures including: recruitment, selection, appraisal, promotion, work allocation, pay and benefits and training opportunities.
- develop effective procedures for dealing with grievances and complaints about discrimination and harassment.
- monitor regularly the composition and career patterns of our staff and data on recruitment so we can assess the effectiveness of the policy and identify areas for further action.
- identify where we can take positive action within the law to enhance employment training and promotion opportunities for under-represented groups.
- continue to identify and offer opportunities for flexible working arrangements where operationally possible.
- review the policy and its workings on a regular basis so that we can continually improve our equal opportunities practice.
- distribute and publicise the policy to all staff, job applicants, recruitment agencies, and other relevant bodies.



The concept of diversity has developed from that of equal opportunities, focussing more on individual characteristics rather than those of particular groups. Equal opportunities concentrates mainly on the minority groups covered by legislation. Diversity seeks to benefit the business by maximising the potential of all staff through recognition of their individual differences and valuing the contribution they make both to the fabric of the organisation and to the quality of our outputs. Like many organisations, however, we recognise that we still have some way to go.

## The Equal Opportunities Officer

The NAO's Equal Opportunities Officer, Sheena MacDougall, is responsible for:

- developing, publicising and monitoring the NAO's equal opportunities policy and practices.
- collating and analysing data relating to equal opportunities.
- identifying areas for action, and promoting and monitoring changes and improvements.
- overseeing the review of employment procedures, including complaints procedures relating to equal opportunities.
- providing information, advice and training.
- liaising with the Trade Union Side on equal opportunity issues.
- maintaining contact with other relevant organisations.

She is a member of the Diversity Steering Group.

## Part 3: Our employment procedures



To measure our success as an equal opportunities employer, we monitor the key contact points between us and our staff.

When we last surveyed our staff in 2001 we applied the Census 2001 ethnicity classifications to make it easier to compare our performance with publicly available national data, and update our records with each new entrant's details. Our return rate is currently 95 per cent. We continue to look to improve the completeness of our data and have, for instance, been represented on the Cabinet Office Disability Working Group to explore ways of increasing the response rate of staff with a disability.

We monitor and analyse data on applicants for jobs, distribution of minority groups amongst grades and specialisms, applications for training and further education support, performance appraisal, promotion outcomes and reasons for staff resignations. We also carry out an equal pay audit in relation to gender, ethnicity disability and age. This data and all information required by the Race Relations (Amendment) Act and other relevant legislation, is published externally, some of it in summary form.

We seek qualitative feedback through our annual Good People Manager Survey, which asks staff to assess anonymously the people management skills of their immediate line manager. This year we expanded the equal opportunities data we collected about those completing the questionnaire to include data on age, disability, sexuality and religion. The findings were as follows:

- overall ratings awarded by minority ethnic staff are very similar to those of white staff - more detailed analysis is constrained by the limited data available;
- gay/lesbian/bisexual staff assess their managers' effectiveness more highly than is the case for managers across the Office as a whole;
- there is a slight tendency for ratings in the Encourages Teamwork group of behaviours to decline as the respondents' age increases;
- the ratings given by disabled staff are significantly lower than for other staff;
- the ratings do not show any other significant disparities related to diversity within the Office.

These results have been used to focus the work of the Diversity Steering Group in developing a diversity strategy to take our work forward over the next year or so. Annex A of this report summarises the key statistics from our monitoring work. There are more detailed analyses in Annex B. The following sections summarise key aspects of our performance and the action we are taking to improve on it.



Reporting and Reviewing Officers are reminded that appraisees should be assessed solely and objectively on the basis of their achieved performance. Judgements on performance should not be affected by personal prejudices or unfair consideration of an appraisee's age, gender, sexual orientation, marital status, race, ethnic or national origin, disability, trade union activities or religion.

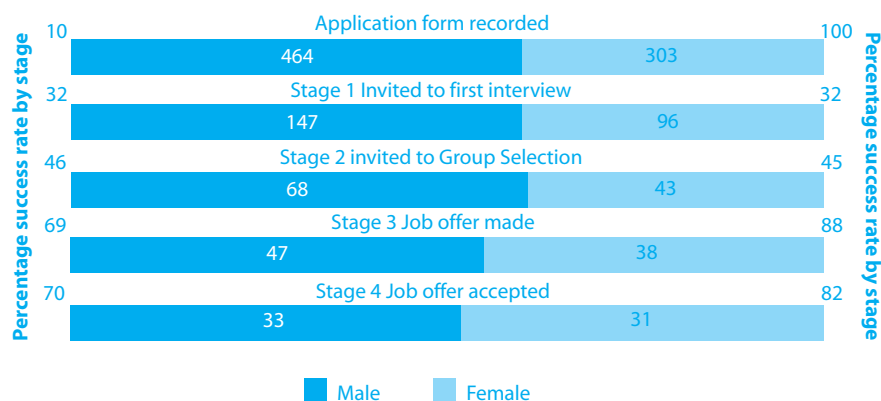
Extract from Performance Review Report form

## i) Recruitment

In recruiting staff to our graduate trainee scheme we try to reach the widest possible population. For instance, we attend careers fairs aimed at minority ethnic candidates including setting up a microsite on an online careers fair aimed at minority ethnic applicants. We also ensure that our recruitment teams reflect the diversity of our organisation as far as we can.

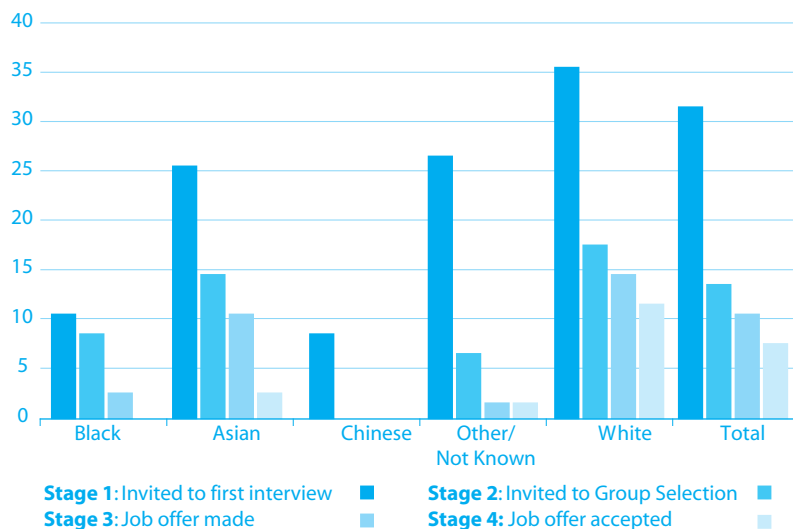
**Our recruitment advertising now states that we aim to reflect the diversity of the public we serve, but we will take further steps to attract a diverse range of people to the NAO. We have asked our graduate recruitment advisers to make our online application form more disability accessible. We are also going to seek advice from an organisation we have identified that represents people with disabilities on new ways of reaching a larger disabled population through our recruitment advertising. In addition, we intend to carry out a validation exercise on the selection tools we use in graduate recruitment to confirm the link to subsequent performance.**

### 1 Graduate recruitment 2002: numerical analysis by gender



In 2002-03 we recruited 64 people to our graduate recruitment programme and 102 people directly to other grades. As Annex A shows, our recruitment of female graduate trainees remained at 40 per cent and they proved more successful than males in the assessment centre process. The proportion of women recruited to other grades varied, depending on the vacancy, but averaged 17 per cent. The proportion of minority ethnic graduate trainees recruited to the Office is the same as last year's figure - 6 per cent. The data suggests that they perform less strongly than white candidates in a number of the exercises used in the assessment and selection process. We did not recruit anyone with a declared disability from the small number of staff who applied for our graduate trainee scheme, but have recruited 2 per cent disabled staff through direct entry. Two of our graduate trainees were over 30 as were 43 per cent of our directly recruited staff.

## 2 Graduate recruitment 2002: percentage success rate by ethnic origin



### ii) Pay

Our pay scales apply equally to all staff. There is some difference in the pay of men and women in the Senior Auditor, Principal Auditor and Audit Manager grades. This reflects the fact that in the past, recruitment of women and ethnic minorities at each grade was proportionately lower whilst white, male staff recruited at that time have now

reached the upper level of their pay ranges if they have not been promoted to higher grades. No meaningful differences emerged in the pay of other minority groups, although older staff, as might be expected, tend to be at or near the top of their pay scale.

**Our policy of reducing the length of each pay range and providing higher annual increases to those paid in the lower half of their range is designed to eradicate any significant differences. We are also reviewing the principles underpinning our approach to pay to align the remuneration of individuals more closely with their assessed performance. This should mitigate the effect of staff progressing to higher levels of pay through length of service alone.**

### iii) Training

For the first time, we have monitored access to training for a range of minority groups. The results show that training activity for women and minority ethnic staff was in proportion to their representation in the Office. Only a small percentage of disabled staff undertook training activity but it is difficult to draw conclusions about this. The pattern of training activity by age showed that older staff were more likely to undertake external training, but this is to be expected as younger staff tend to focus on internal, mandatory training at the beginning of their career. Older staff take part in less

training than would be expected for their representation within the Office but there is no evidence that this was due to training applications being rejected.

**Training opportunities are open to all staff. We provide some technical training on a mandatory basis and other training is available to all staff who have identified a training need. All staff, regardless of age, should be encouraged to keep their skills up-to-date. Each business Unit draws up a training plan based on its business priorities and personal development plans drawn up by each member of staff in consultation with their line managers. We also support specialist staff in undertaking wider professional qualifications and higher degrees where there is a business case. We are content to maintain this approach for the time being although we shall be monitoring the impact of the Managing Capacity Review in terms of the criteria for providing further education support. In the meantime, we are launching the 'Unlocking our potential' initiative, which will give a clearer focus to training and managed career development.**

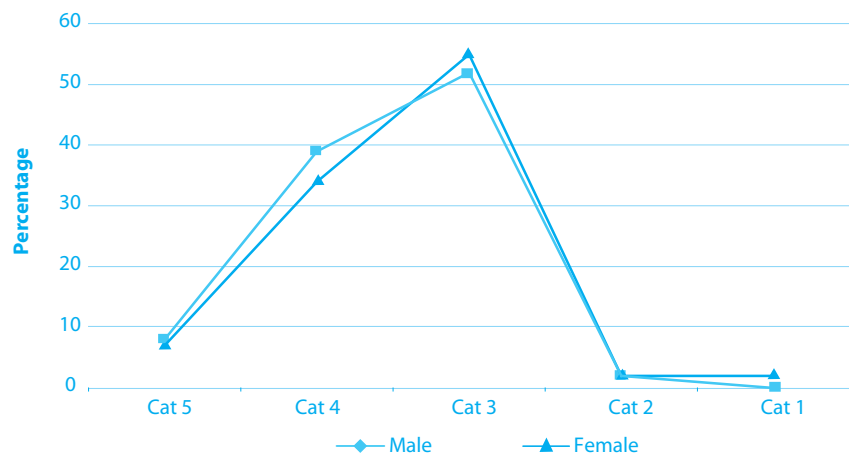
A disproportionately high number of women and ethnic minorities applied for and were given support for further education. We provided further education support to two staff over 50.

#### iv) Performance Management

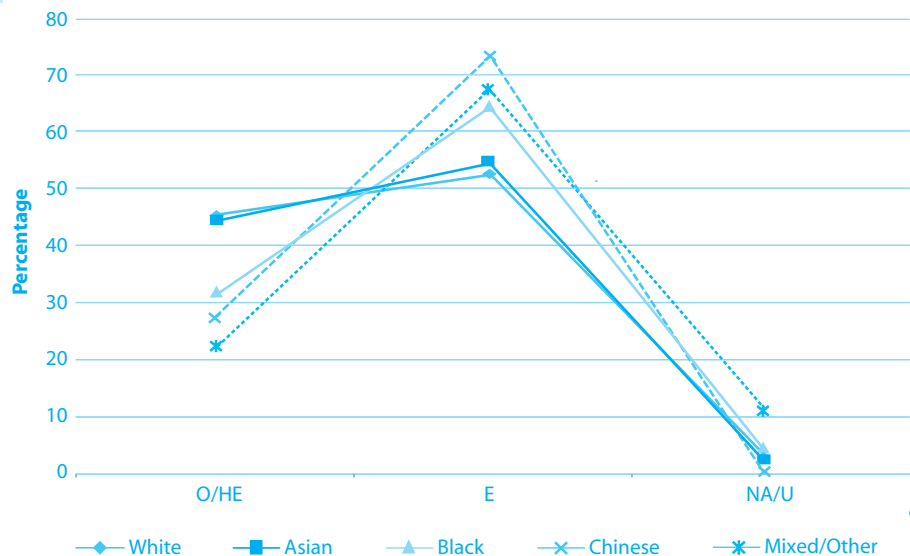
Our appraisal guidance reminds reporting and reviewing officers of the importance of assessing everyone fairly and this is backed up by clear references on the appraisal form itself. Unit Management Boards and then the Management Committee review the results of our six-monthly appraisal process to ensure that assessment standards are fair and there is no evidence of unfair discrimination. These reviews incorporate detailed statistical analyses of the appraisal marks.

**The 2002-03 reporting period was the last year in which we used that performance appraisal system. We have developed a new system for use from 2003-2004 onwards, which combines elements of both absolute and relative assessments. There is additional guidance about fair and equal treatment and as part of the launch we ran seminars for all staff to help them implement the new approach in an equitable way. We will be monitoring the impact of these new arrangements carefully and will consider, in particular, whether there are any significant impacts on particular groups of staff.**

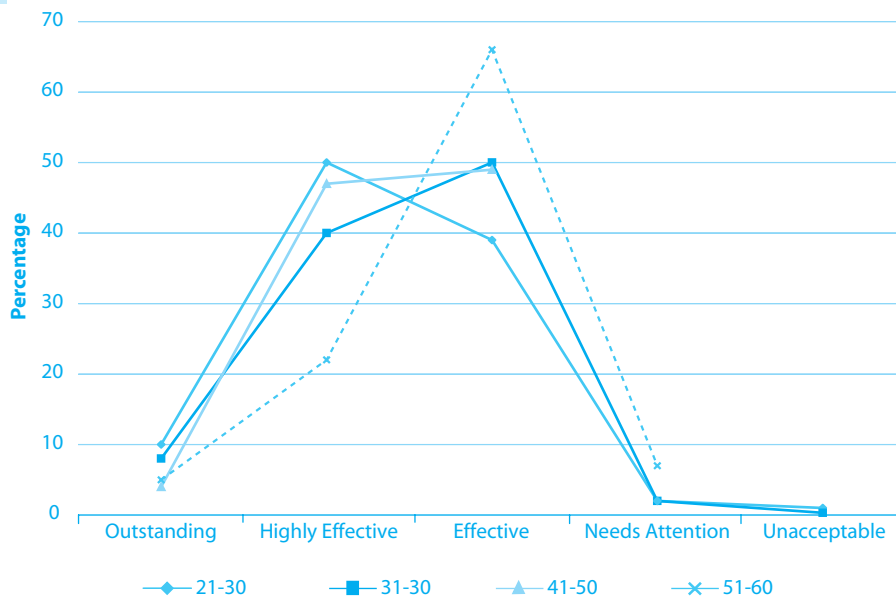
**3 Annual performance marks of staff by gender 2002-2003**



**4 Annual performance marks: Analysis by ethnicity**



## 5 Annual performance marks of staff by age 2002-2003

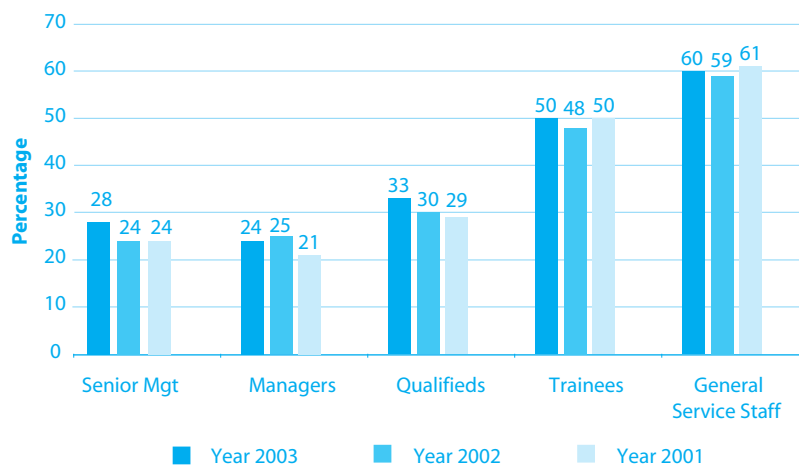


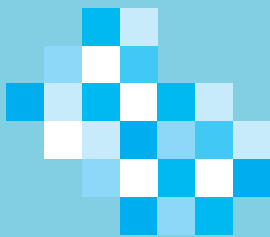
As Annex A shows, the appraisal system slightly favoured women but not significantly. The profile of part-time staff assessments was very similar to that of full-time staff and the three main specialisms attracted similar marks although a higher proportion of VFM audit staff gained an Outstanding mark. Although assessments for staff from ethnic minorities continue to fall behind those of white staff, the difference was not statistically meaningful and has reduced further from previous years. However, within that group black staff (and two other small ethnic groups) had a lower marking profile than other minority ethnic groups. The profile of performance assessments by age also reveals that the likelihood of gaining an above Effective mark decreases with age.

### v) Representation, including Promotion

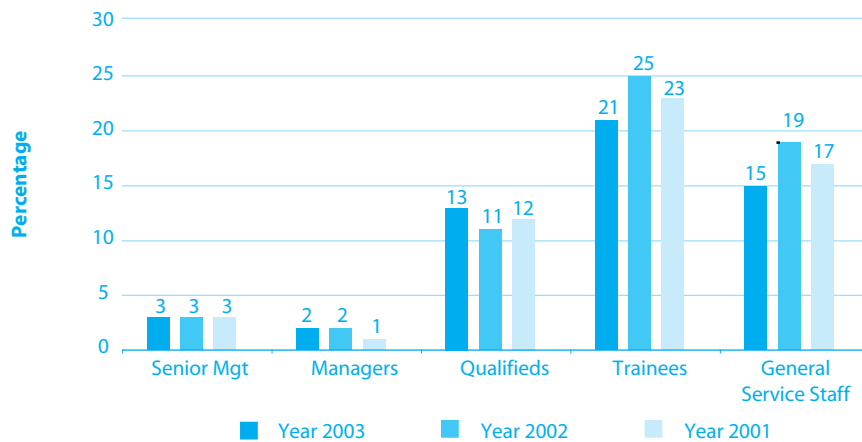
The vast majority of promotions are now based on a full assessment centre rather than our previous approach of an application form and an interview. This means that we can draw on a richer range of information and the performance of any one individual is assessed by several people. We believe this is a fairer and more equitable arrangement.

## 6 Women as a percentage of the workforce 2001-2003

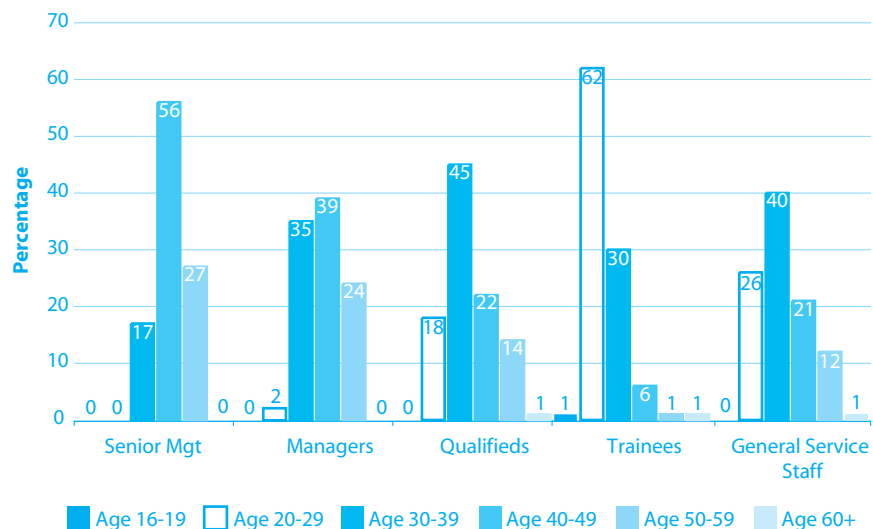




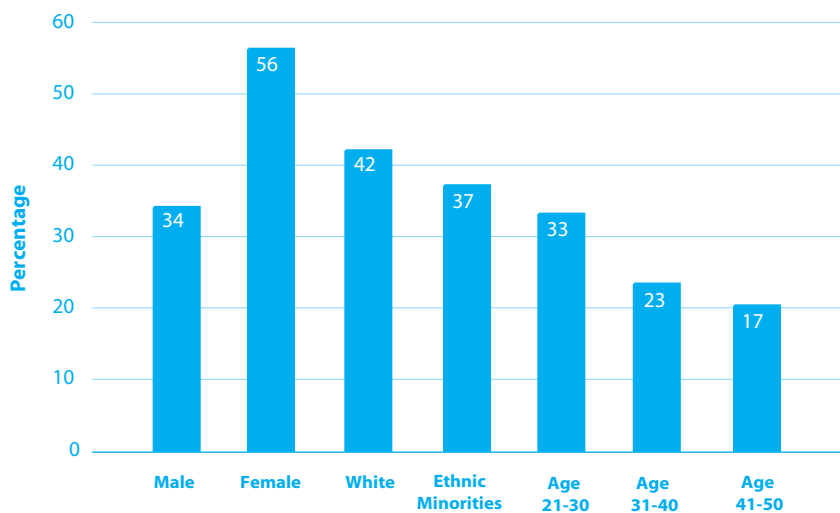
**7 Ethnic minority staff as a percentage of the workforce 2001-2003**



**8 Staff by age group as a percentage of the workforce 2003**



**9 Promotion success rates by gender, ethnicity and age 2002-2003**



Representation of female staff throughout the Office is strong. One quarter of our Management Board and one quarter of our Directors and Audit Managers are female and both these figures are on an upward curve. Forty-five per cent of those promoted in the Office in 2002-03 were female including staff at Audit Manager and Director level. This is a significantly higher proportion than the proportion of the population of the Office as a whole. Representation of minority ethnic staff at Manager and above is low - at 2% - compared to thirteen per cent of all staff who are from an ethnic minority and 6.4 per cent of the economically active population of the UK.. This reflects historical recruitment patterns. The proportion of minority ethnic staff promoted (11%) is in line with their representation in the Office.

**A new competency framework was introduced in the summer of 2003, which is designed to be more helpful to those assessing the performance of others in the promotion process. We are also proposing to set targets for the representation of minority ethnic staff at particular levels to focus our efforts in this area. This will be supported by a development programme for minority ethnic staff that will help them to maximise their potential and chances of progression. Promotion and progression opportunities are open to all ages, and applications are assessed using the variety of evidence noted above. We will review whether the promotion profile reflects the expected career patterns of staff.**

This year we have carried out more detailed analysis of the promotion process and success rates at key stages. The results show that women applying for promotion were more successful than men. The proportion of minority ethnic promotees was in line with their representation in the Office although they were slightly less likely to be promoted than white staff. Thirteen per cent of promotees over 40. We will consider whether these statistics mirror the expected career patterns of staff or whether there is evidence of unfair disadvantage.

## vi) Retention

Resignations amongst women were proportionate to their representation in the Office, but those by minority ethnic staff constituted 26 per cent of all resignations. This was almost three times as high as last year, although closer to the rate of 19 per cent the year before.

**The high level of resignations by minority ethnic staff in 2002-03 is a cause for concern and would benefit from further analysis. Factors we shall examine are length of service, grade and specialism as some minority ethnic groups tend to be concentrated in particular roles that may not offer opportunities for career progression.**

We aim to interview all the staff who resign from the NAO to establish their reasons for leaving. We have found that many staff resign for personal reasons unconnected with the NAO but around five per cent of the reasons related to an equal opportunities issue. Several of these were about perceived differences in the treatment of TOPP trainees and ATS. The highest proportion of resignations was in the 21 to 30 age group, which again is to be expected in the light of the career patterns of younger people.

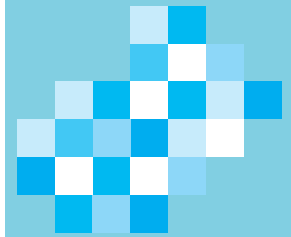
## vii) Consultation

In implementing new employment procedures, we consult with staff through the Ethnic Minority Network, the Trades Union Side and other forums as appropriate.

## viii) Flexibility

We have previously introduced many employment policies to encourage diversity. Our flexible leave and working arrangements not only meet the needs of and thereby retain working parents but can accommodate the particular cultural or religious needs of individual staff.

On 31 March 2003, 66 staff (7% of our staff) were working part time.



### NAO's Family Friendly policies

- career breaks
- maternity leave
- job shares
- part-time working
- Child Care Vouchers



## Part 4: How we are involving the whole Office in Diversity

The Management Committee has continued to demonstrate its support for diversity, for instance by reviewing performance marks twice a year, agreeing to the external publication of our Diversity Annual Report and supporting the rollout of the diversity awareness programme.

The Management Committee are provided with advice and support on employment and diversity issues by the Human Resources Team. During the year we held a series of seminars run by practising lawyers, with an emphasis on existing and forthcoming legislation. The seminars were also attended by Wendy Kenway-Smith, the Assistant Auditor General responsible for HR issues, and members of the Trades Union Side Committee.

The role of the Diversity Steering Group has continued to grow, examining all major elements of diversity as affected by the employment relationship. The membership of the Diversity Steering Group is drawn from across the Office representing different minority ethnic groups as well as differences in gender, religion, age, working patterns, grade, specialism etc. and has changed over the year.

### Our members in 2002-2003 were:

**Martin Pflieger** (Chair), Deputy Auditor General, succeeded by **Jim Rickleton**, Assistant Auditor General

**Linda Asamoah**, Executive Officer working in Recruitment

**Florice Caines**, Executive Secretary and Vice Chair of the Ethnic Minority Network

**Gaby Cohen**, Director of Communications

**Paul Dimblebee**, Audit Manager on value for money audit

**Ken Foreman**, Principal Auditor on value for money audit

**Ann Green**, Principal Auditor on value for money audit

**Alan Hartnell**, Senior Auditor on financial audit

**Chris Lambert**, Audit Manager on value for money audit

**Sheena MacDougall** (Equal Opportunities Officer)

**Manjeet Manku**, Principal Auditor on value for money audit

**Aileen Murphie**, Director on value for money audit

**Kirit Naik**, Principal Auditor on financial audit

**Mandy Neer**, Audit Technician on financial audit

**Collin Richards**, Higher Executive Officer on Payroll

**Glenda Roberts**, Senior Auditor on financial audit

**Sid Sidhu**, Director on financial audit

During the year we made further progress in implementing the action plan we drew up as a result of recommendations in the report of our diversity adviser, Linbert Spencer. This included liaising with our procurement team to ensure that companies are asked for their equal opportunities policy and record as part of any NAO tender process.

We also completed the first tranche of our diversity awareness training programme. Each one was introduced by a member of the Management Board or, in the few cases where they were not available, by a Director level member of the Diversity Steering Group. We have trained around 250 middle and senior managers and from their feedback we believe we have been largely successful in meeting the aims of the programme, which were to be able to:

- Manage a diverse workforce and actively promote diversity as a core value for the NAO
- Explain what diversity means at a corporate and team level
- State the benefits of diversity as individuals and for the organisation
- Identify ways of overcoming barriers and challenges to diversity

Other events during the year included a successful series of lunchtime speakers from organisations such as the Equal Opportunities Commission, one of the Big Four accountancy firms, Help the Aged and Sir Herman Ouseley, addressing issues ranging from the code of practice on age diversity in employment, to racial discrimination and promoting gender equality in the workplace.

During the year we created six subgroups of the Diversity Steering Group, led by members of the Group, who co-opted other staff to assist them. The groups were organised around the following issues: age, disability, gender, religion, sexuality and work/life balance. They were asked to assess any existing legal requirements and Codes of Practice, establish the NAO's own approach to the issue and then compare our performance with best practice externally. These reports, which provided a huge amount of valuable information have now formed the basis of a proposal to be considered by the Management Board to launch a diversity strategy to ensure that we capture more fully the business benefits of diversity. As part of that strategy we are proposing four strategic imperatives to improve our approach to diversity:

- a) to gain real, demonstrable senior management support for diversity
- b) to create an internal environment that encourages staff from all backgrounds to flourish at work
- c) to provide support to managers to maximise the potential of a diverse workforce, and
- d) to project an image of a diverse workforce externally.

Finally we published our Race Equality Scheme, under the requirements of the Race Relations (Amendment) Act 2000, outlining how we intend to promote racial equality. Most of the data relating to minority ethnic staff in this report can be mapped against that Scheme.







# Annex A

## Our performance in the last year

This Annex summarises the detailed figures in Annex B relating to the application of our employment policies and procedures. For our graduate recruits, the figures relate to recruits joining between June 2002 and January 2003. For all other staff, the figures for recruitment cover the financial year 1 April 2002 to 31 March 2003. The key points are outlined below.

### Gender

#### Recruitment

##### *Graduate Scheme*

- 40 per cent (96) of applicants invited to first interview were female. Of these 40 per cent (38) were successful and 32 per cent (31) accepted jobs. In comparison, 32 per cent (47) of male applicants invited to first interview were successful and 22 per cent (33) accepted jobs.
- Overall, 48 per cent of our recruits were female, compared with 44 per cent last year and 43 per cent the year before. This is in line with the most recent figures relating to female student members of the ICAEW (41 per cent).

##### *Direct entry*

- 35 per cent (13) of staff recruited to our EO Graduate Researcher and SA grades were women.
- We recruited 65 other staff during the year to a range of grades and specialisms. 51 per cent of this group (33) were women.

#### Representation

- 41 per cent of NAO staff are female, an increase of two per cent since last year. In the Civil Service, 52.3 per cent of staff are women (1 April 2003).
- 36 per cent of our audit staff are female.
- 24 per cent of our Audit Managers are women. There has been a five per cent increase in the proportion of female Audit Managers since 2001.
- 28 per cent (16) of our Directors are women, an increase of five per cent on last year.

- One third (2) of our Heads of Unit are women.
- 66 people are working part-time, 79 per cent of whom are female.
- 60 per cent of our support staff are women.

#### Training

- The amount of training activity undertaken by women was in proportion to their representation in the Office.
- A disproportionately high number of women applied for further education support: 57 per cent of applications were from women while they constitute 41 per cent of the NAO's workforce.

#### Performance

- 47 per cent of women gained an above Effective mark in their annual appraisal, including 8 per cent who were Outstanding, compared with 41 per cent of men, including 7 per cent who were Outstanding. The figures for the previous year were 46 per cent and 44 per cent respectively.
- 2 per cent of women were rated as less than Effective compared with 4 per cent of men. The figures for the previous year were 2 per cent and 6 per cent respectively.
- 43 per cent of part-time staff gained an above Effective mark in their annual appraisal, including 6 per cent who were Outstanding, compared with 44 per cent of full-time staff, including 8 per cent who were Outstanding. The number of part-time staff who were rated Outstanding has doubled since last year.
- The distribution of annual appraisal marks was almost identical amongst financial audit, VFM audit and support staff, although VFM audit staff were more likely than other specialisms to gain an Outstanding mark.

#### Pay

- Our pay scales apply equally to all staff. There is some difference in the pay of men and women in the Senior Auditor, Principal Auditor and Audit Manager grades. This reflects the fact that in the past, recruitment of women was lower and male staff recruited then have now reached the upper parts of the pay ranges.

## Promotion

- 45 per cent of promotees were women, in line with their representation in the Office.
- Women were more successful than men when applying for promotion: 56 per cent of female applicants were promoted compared with 34 per cent of male applicants.

## Resignations

- 45 per cent of those who resigned during the year were female, similar to last year's figure of 46 per cent.

## Ethnicity

### Recruitment

#### *Graduate Scheme*

- 9 per cent (21) of applicants invited to preliminary interview were from a known ethnic minority. Of these, 38 per cent (8) were successful compared with 41 per cent of white candidates.
- Overall, 9 per cent (8) of all those to whom we made offers were from a known ethnic minority although only 6 per cent (4) of those who accepted offers were from a known ethnic minority (although this is not fully shown in the table).
- In 2002-03, 13 per cent of the ICAEW's new students with British nationality were from an ethnic minority.

#### *Direct entry*

- We do not have detailed data on the ethnicity of the applicants for Senior Auditor and EO Graduate Researcher posts in 2002-2003. Eleven per cent (4) of the total of 37 recruits in these grades in 2002-2003 were from a known ethnic minority.
- We recruited 65 other staff during the year to a range of grades and specialisms. 20 per cent (13) were from a known ethnic minority.
- These staff were recruited through direct advertising and diversity data was not available.

## Representation

- 13 per cent of our staff belong to an ethnic minority. This figure has remained stable for the last three years. This compares to 8 per cent of civil servants who are from an ethnic minority (1 April 2003). The Labour Force Survey for Spring 2002 shows that on a comparable basis, 6.9 per cent of the UK economically active population were from minority ethnic backgrounds.
- 12 per cent of our audit staff are from an ethnic minority, again a similar figure for the last two years, and 15 per cent of our specialist support staff.
- The representation of individual ethnic groups within these figures is: Asian - 41 per cent; Black - 35 per cent; Chinese - 8 per cent; Mixed/Other - 15 per cent.
- Two per cent (2) of our Audit Managers are from an ethnic minority with a similar figure for Directors. None of our six Heads of Unit are from an ethnic minority.
- 27 per cent of minority ethnic staff work in specialist support grades. However, 48 per cent of black staff work in specialist support grades.
- 84 per cent of Asian staff are graduate trainees or in qualified audit grades.

## Training

- The amount of training activity undertaken by minority ethnic staff was in proportion to their representation in the Office.
- A higher proportion than expected (21 per cent) of minority ethnic staff applied for further education support, although the total number of applicants was small (3).

## Performance

- 36 per cent of minority ethnic staff were marked above Effective, compared with 45 per cent of white staff although the differential has narrowed in recent years. In 2000, 26 per cent of minority ethnic staff were marked above Effective compared with 40 per cent of white staff.
- 4 per cent of minority ethnic staff were rated less than Effective compared with 3 per cent of white staff, a drop of 50 per cent compared with last year.
- Asian staff had an almost identical marking profile to that of white staff. The profile for black staff was lower, with 31 per cent gaining above Effective markings and 4 per cent marked below Effective.

## Pay

- Our pay scales apply equally to all staff. There is no significant difference in the pay between white and minority ethnic staff in the Senior Auditor, Principal Auditor and Audit Manager grades.

## Promotion

- 11 per cent of staff promoted were from an ethnic minority. This is slightly below their representation in the Office and represents a dip compared with the previous two years. In 2000-01, 19 per cent were promoted while in 2001-02, the figure was 17 per cent.
- The proportion of minority ethnic promotees was in line overall with the number that had applied, but their success rate was five per cent lower than that of white applicants.

## Resignations

- 25 per cent of staff who resigned were from an ethnic minority, a significant increase from last year's figure of 9 per cent but closer to the figure of 19 per cent in 2000-2001. The current wastage rates of minority ethnic staff is almost double their representation in the Office.

## Disability

### Recruitment

- 13 of the 754 people who applied for our graduate trainee scheme declared a disability and one was invited to a preliminary interview. None of the graduates we recruited has a declared disability.
- Of the 102 staff we recruited directly, two (2 per cent) had a disability.

### Representation

- Only 12 staff (1.3 per cent) have declared a disability and it is therefore difficult to draw out any conclusions relating to particular activities.
- 3.6 per cent of civil servants are recorded as having declared a disability (1 April 2003).

### Training

- The amount of training activity undertaken by staff with disabilities is in line with their representation.
- No disabled staff applied for further education support.

### Performance

- The performance marks of disabled staff are in line with those of the Office profile.

### Pay

- There are too few disabled staff to make a worthwhile comparison but there appear to be no differences in comparative rates of pay.

### Promotion

- Only one candidate for promotion had a declared disability. None of the successful candidates were disabled.

### Resignations

- No disabled staff resigned during the year.

## Age

### Recruitment

#### *Graduate Scheme*

- 20 per cent of successful applicants were under 21 at the time of accepting our offer of employment. Two were 31 or over. The average age for graduate recruits was 23.

#### *Direct entry*

- 43 per cent of those recruited to our SA grade were 31 or over and one was aged over 60: 25 per cent of the EO Graduate Researchers we recruited were over 30.
- Of the 65 other staff we recruited directly, 43 per cent were 31 or over, including one who was over 60.

### Representation

- 26 per cent of our staff are aged between 21 and 30, 38 per cent are between 31 and 40 and 23 per cent are between 41 and 50. 13 per cent of our staff are aged above 50.

### Training

- the proportion of training activity by age group is not consistent with their representation in the Office, with staff 31 or over taking part in training less than would be expected.
- there is a marked difference in patterns of internal and external training activity, with staff aged 31 or over constituting 75 per cent of external training course delegates.
- Two staff over 50 were given further education support.

### Performance

- 27 per cent of the 85 staff aged 51 to 60 were marked above Effective, compared with 60 per cent of staff aged 21-30. There is a meaningful difference between these two figures that might suggest, for example that performance was less strong in the older age group, that this group is being adversely affected by other factors or that we are promoting people early in their careers at the point at which they show their capability rather than delaying promotion on age grounds.

### Pay

- As might be expected, older staff tend to be at the higher end of their pay scale as they have been in the grade longer.

### Promotion

- 13 per cent of promotees were aged over 40, although they represent 36 per cent of the NAO workforce.
- Staff over 40 had a 17 per cent success rate when applying for promotion, compared with 33 per cent of staff aged 21-30. This reflects the fact that the number of posts available diminishes as seniority increases, and seniority is generally linked to experience/length of service.

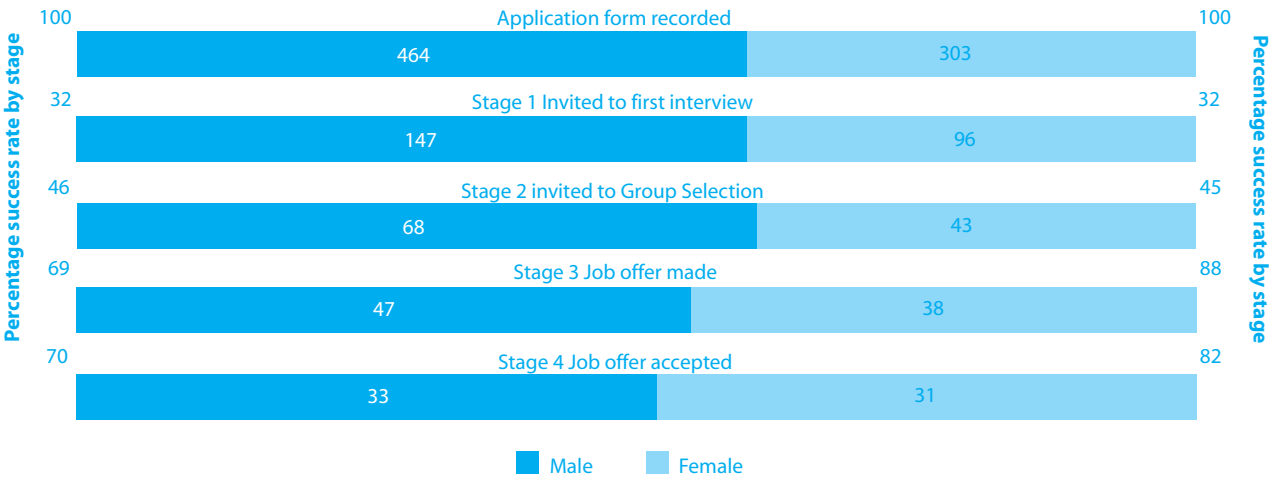
### Resignations

- The highest percentage of leavers was in the 21-30 age group.

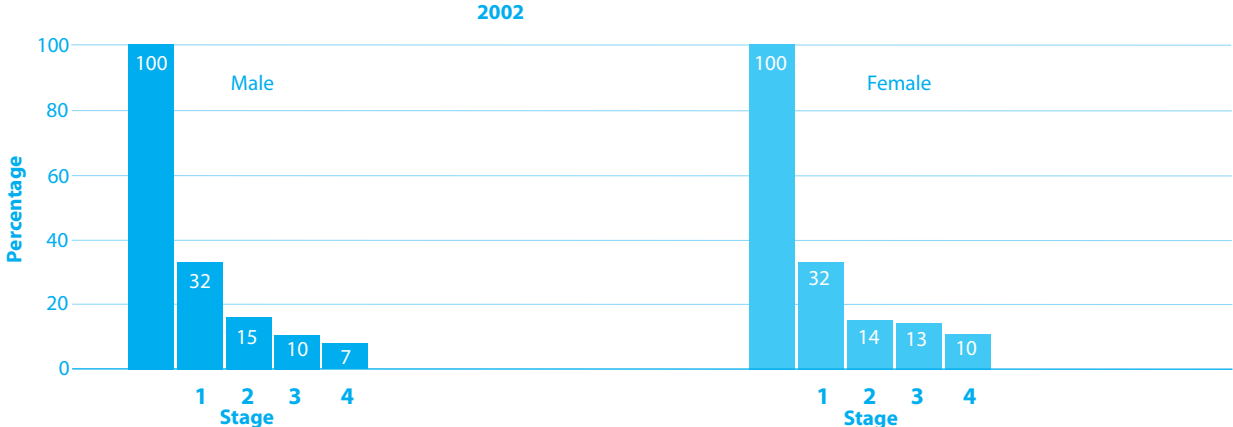
# Annex B

## Detailed diversity statistics

### 1 Graduate recruitment 2002: numerical analysis by gender



### 2 Graduate recruitment 2002: percentage success rate by stage-analysis by gender



Stage 1: Invited to first interview    Stage 2: Invited to Group Selection    Stage 3: Job offer made    Stage 4: Job offer accepted.

## 3

## Women at the NAO by grade 2001-2003

	2003			2002			2001		
	%	Women	Total	%	Women	Total	%	Women	Total
<b>Audit Staff</b>									
D/C&AG	0	0	1	0	0	1	0	0	1
AAG	33	2	6	33	2	6	33	2	6
Directorate	28	16	57	23	13	56	24	12	51
AM	24	30	123	25	28	111	19	21	108
PA	24	33	136	24	38	157	26	41	156
SA	40	75	189	36	55	151	32	46	143
ATH	14	1	7	11	1	9	22	2	9
A	59	17	29	42	5	12	52	13	25
AA	50	61	122	53	60	113	50	39	78
AT	49	21	43	45	30	67	50	28	56
ATT	0	0	1	100	1	1	100	3	3
Subtotal	36	256	714	34	233	684	33	207	636
<b>General Service staff</b>									
G7	50	7	14	40	6	15	45	5	11
SEO	33	5	15	17	2	12	33	4	12
HEO/equivalent	52	15	29	59	16	27	53	10	19
EO/equivalent	62	63	101	66	55	83	66	61	92
ADMO/equivalent	68	38	56	62	32	52	65	37	57
Subtotal	60	128	215	59	111	189	61	117	191
<b>Total staff</b>	<b>41</b>	<b>384</b>	<b>929</b>	<b>39</b>	<b>344</b>	<b>873</b>	<b>39</b>	<b>324</b>	<b>827</b>

## 4

## Internal &amp; external training courses 2002-2003 by gender

	2002-03			
	Male	%	Female	%
<b>Internal</b>	634	58	465	42
<b>External</b>	114	59	79	41
<b>Representation</b>		<b>59</b>		<b>41</b>

**5 Applications for Further Education support 2002-2003 by gender**

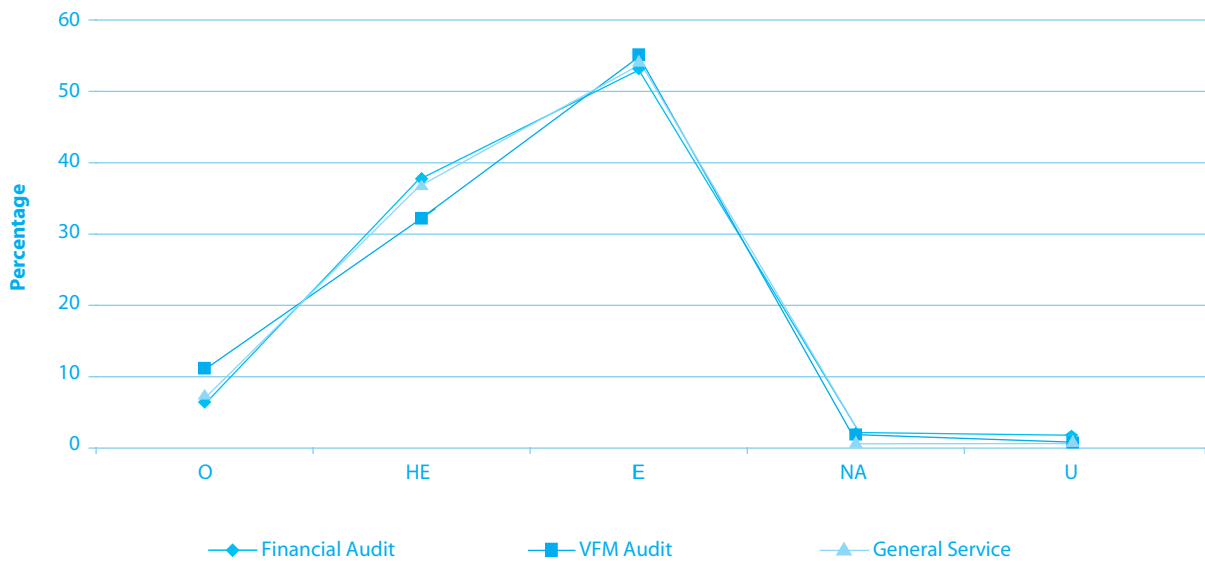
	2002-03			
	Male	%	Female	%
Successful	6	44	8	57
Unsuccessful	1	100	0	0
<b>Representation</b>		<b>59</b>		<b>41</b>

**6 Annual performance marks of staff by gender 2002-2003**

(2001-2002 final profile shown in brackets)

Gender	5 %	4 %	3 %	2 %	1 %
Male	7 (8)	34 (36)	55 (51)	2 (4)	2 (2)
Female	8 (9)	39 (37)	52 (51)	2 (1)	0 (1)

**7 Annual performance marks of staff by specialism 2001-2003**



8

## Promotions 2000-2001 to 2002-2003 by gender

	2002-2003		2001-02		2000-01	
	Male	Female	Male	Female	Male	Female
MB			1	-	-	-
Directorate	3	2	4	1	6	4
AM	9	5	5	8	11	2
PA	6	4	9	5	18	6
SA	14	14	19	22	17	9
SEO	-	1	-	-	1	-
A	1	-	-	-	-	-
ATH	-	-	-	-	3	1
HEO	-	1	1	5	-	-
AT	-	-	-	1	-	2
EO/ES	1	1	2	1	2	5
ADMO/US	-	-	2	-	-	1
<b>Totals</b>	<b>34</b>	<b>28</b>	<b>43</b>	<b>43</b>	<b>58</b>	<b>30</b>
<b>Percentage</b>	<b>55</b>	<b>45</b>	<b>50</b>	<b>50</b>	<b>66</b>	<b>34</b>

9

## Promotions 2002-2003: applications analysis by gender

	2002-03					
	Applicants Male	Promotees Male	% Success Male	Applicants Female	Promotees Female	% Success Female
Directorate	19	3	16	2	2	100
AM/Gr 7	30	9	30	7	5	71
PA	30	6	20	17	4	24
SA	18	14	78	16	14	88
SEO	0	0	0	1	1	100
HEO/SES	0	0	0	5	1	20
A	2	1	50	0	0	0
EO / ES	1	1	100	2	1	50
<b>Totals</b>	<b>100</b>	<b>34</b>	<b>34</b>	<b>50</b>	<b>28</b>	<b>56</b>
<b>Percentage</b>	<b>67%</b>	<b>55%</b>		<b>33%</b>	<b>45%</b>	



**10 Resignations 2002-2003 by gender**

	Male	Female	Total
<b>Total</b>	35	29	64
<b>Percentage</b>	55	45	
<b>Representation</b>	59	41	

**11 Graduate recruitment 2002: numerical analysis by ethnic origin**

	Black	%	Asian	%	Chinese	%	Other/ Not Known	%	White	%	Total	%
<b>Application form recorded</b>	35		61		11		162		498		767	
<b>Stage 1: Invite to first interview</b>	4	11	16	26	1	9	43	27	179	36	243	32
<b>Stage 2: Invite to Group Selection</b>	3	75	9	56	0		11	26	88	49	111	46
<b>Stage 3: Job offer made</b>	1	33	7	78	0		3	27	74	84	85	77
<b>Stage 4: Job offer accepted</b>	0		2	29	0		3	100	59	86	64	75

**12 Graduate recruitment 2002: percentage success rate by stage - analysis by ethnic origin**

	Black	Asian	Chinese	Other/Not Known	White	Total
<b>Stage 1: Invite to first interview</b>	11	26	9	27	36	32
<b>Stage 2: Invite to Group Selection</b>	9	15	-	7	18	14
<b>Stage 3: Job offer made</b>	3	11	-	2	15	11
<b>Stage 4: Job offer accepted</b>	0	3	-	2	12	8

**13 Senior Auditor recruitment 2002-2003: numerical analysis by ethnic origin**

	Black	%	Asian	%	Chinese	%	Other/ Mixed	%	Not Known	%	White	%	Total	%
	0	0	2	10	0	0	1	5	2	0	16	76	21	100

**14 EO Graduate Researcher recruitment 2002-2003: numerical analysis by ethnic origin**

	Black	Asian	Chinese	Mixed/Other	Not Known	White	Total
Successful Candidates	0	1	0	0	4	11	16
Percentage	0	6	0	0	25	69	100

**15 All other recruitment 2002-03: numerical analysis by ethnic origin**

	Black	Asian	Chinese	Mixed/Other	Not Known	White	Total
Successful Candidates	2	9	0	2	13	39	65
Percentage	3	14	0	3	20	60	100

**16 Ethnic origin of staff at the NAO by grade 2001-2003**

	2003			2002			2001		
	%	Known Ethnic Minority	Total	%	Known Ethnic Minority	Total	%	Known Ethnic Minority	Total
<b>Audit Staff</b>									
D/C&AG	0	0	1	0	0	1	0	0	1
AAG	0	0	6	0	0	6	0	0	6
Directorate	4	2	57	4	2	56	4	2	51
AM	2	2	123	2	2	111	1	1	108
PA	10	14	136	10	15	157	9	14	156
SA	14	27	189	13	19	151	15	21	143
ATH	14	1	7	0	0	9	0	0	9
A	28	8	29	42	5	12	12	3	25
AA	13	16	122	19	21	113	19	15	78
AT	40	17	43	34	23	67	39	22	56
ATT	0	0	1	100	1	1	0	0	3
<b>Subtotal</b>	<b>12</b>	<b>87</b>	<b>714</b>	<b>13</b>	<b>88</b>	<b>684</b>	<b>12</b>	<b>78</b>	<b>636</b>
<b>General Service staff</b>									
G7	0	0	14	0	0	15	0	0	11
SEO	0	0	15	0	0	12	0	0	12
HEO/equivalent	14	4	29	11	3	27	5	1	19
EO/equivalent	16	16	101	22	18	83	18	17	92
ADMO/equivalent	21	12	56	27	14	52	26	15	57
<b>Subtotal</b>	<b>15</b>	<b>32</b>	<b>215</b>	<b>19</b>	<b>35</b>	<b>189</b>	<b>17</b>	<b>33</b>	<b>191</b>
<b>Total staff</b>	<b>13</b>	<b>119</b>	<b>929</b>	<b>14</b>	<b>123</b>	<b>873</b>	<b>13</b>	<b>111</b>	<b>827</b>

## Ethnic breakdown of staff at the NAO by grade 2003

	Asian	%	Black	%	Chinese	%	Mixed/ Other	%	White	%	Total
<b>Audit Staff</b>											
D/C&AG	0	0	0	0	0	0	0	0	1	100	1
AAG	0	0	0	0	0	0	0	0	6	100	6
Directorate	1	2	0	0	0	0	1	2	54	96	56
AM	2	2	0	0	0	0	0	0	117	98	119
PA	8	6	3	2	0	0	3	2	113	89	127
SA	11	6	5	3	7	4	4	2	154	85	181
ATH	0	0	1	14	0	0	0	0	6	86	7
A	5	17	1	3	0	0	2	7	21	72	29
AA	11	9	2	2	1	1	2	2	100	86	116
AT	3	7	10	24	1	2	3	7	24	59	41
ATT	0	0	0	0	0	0	0	0	1	100	1
<b>Subtotal</b>	<b>41</b>	<b>6</b>	<b>22</b>	<b>3</b>	<b>9</b>	<b>1</b>	<b>15</b>	<b>2</b>	<b>597</b>	<b>87</b>	<b>684</b>
<b>General Service staff</b>											
G7	0	0	0	0	0	0	0	0	14	100	14
SEO	0	0	0	0	0	0	0	0	14	100	14
HEO/equivalent	1	4	3	11	0	0	0	0	24	86	28
EO/equivalent	4	4	10	11	1	1	1	1	76	83	92
ADMO/equivalent	3	6	7	14	0	0	2	4	39	76	51
<b>Subtotal</b>	<b>8</b>	<b>4</b>	<b>20</b>	<b>10</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>2</b>	<b>167</b>	<b>84</b>	<b>199</b>
<b>Total staff</b>	<b>49</b>	<b>6</b>	<b>42</b>	<b>5</b>	<b>10</b>	<b>1</b>	<b>18</b>	<b>2</b>	<b>764</b>	<b>87</b>	<b>883</b>

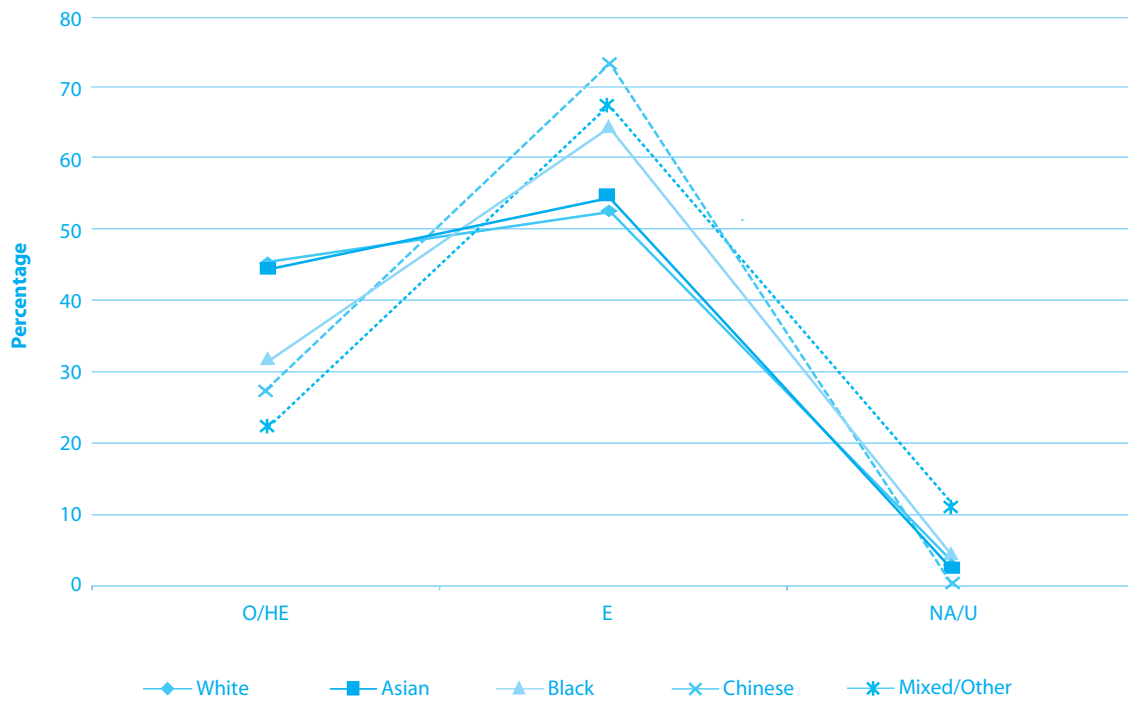
## Internal &amp; external training 2002-2003 by ethnic origin

	2002-03			
	White	%	Known Ethnic Minority	%
<b>Internal</b>	931	85	168	15
<b>External</b>	162	84	31	16
<b>Representation</b>		<b>87</b>		<b>13</b>

Applications for further education support 2002-2003 by ethnic origin

	2002-03			
	White	%	Known Ethnic Minority	%
Successful	11	79	3	21
Unsuccessful	1	100	0	0
Representation		<b>87</b>		<b>13</b>

Annual performance marks: Analysis by ethnicity



## Promotions 2000-2001 to 2002-2003 by ethnic origin

	2002-03		2001-02		2000-01	
	White	Ethnic minority	White	Ethnic minority	White	Ethnic minority
MB	-	-	1	-	-	-
Directorate	5	-	5	-	9	1
AM / Gr7	14	-	12	1	13	-
PA	9	1	11	3	20	4
SA	22	6	35	6	20	6
SEO	1	-	-	-	1	-
ATH	-	-	-	-	2	2
A	1	-	-	-	-	-
HEO/SES	1	-	4	2	-	-
AT	-	-	-	1	-	2
EO / ES	2	-	1	2	5	2
ADMO / US	-	-	2	-	1	-
<b>Totals</b>	<b>55</b>	<b>7</b>	<b>71</b>	<b>15</b>	<b>71</b>	<b>17</b>
<b>Percentage</b>	<b>89</b>	<b>11</b>	<b>83</b>	<b>17</b>	<b>81</b>	<b>19</b>

## Promotions 2002-2003: applications analysis by ethnic origin

	2002-03					
	Applicants White	Promotees White	% Success White	Applicants Ethnic Minority	Promotees Ethnic Minority	% Success Ethnic Minority
MB						
Directorate	21	5	24	0	0	0
AM	31	14	45	5	0	0
PA	41	9	22	6	1	17
SA	28	22	79	6	6	100
SEO	1	1	100	0	0	0
A	2	1	50	0	0	0
HEO/SES	4	1	25	1	0	0
EO / ES	2	2	100	1	0	0
ADMO / US	0	0	0	0	0	0
<b>Totals</b>	<b>130</b>	<b>55</b>	<b>42</b>	<b>19</b>	<b>7</b>	<b>37</b>
<b>Percentage</b>	<b>87</b>	<b>89</b>		<b>13</b>	<b>11</b>	

23

## Resignations 2002-03 : percentage by ethnic origin

	Black	%	Asian	%	Chinese	%	Other/ Mixed	%	Not Known	%	White	%	Total	%
	3	5	10	16	0	0	3	5	3	5	45	70	64	100
<b>Representation</b>		<b>4</b>		<b>5</b>		<b>1</b>		<b>2</b>		<b>5</b>		<b>82</b>		

24

## Graduate recruitment 2002: numerical analysis by disability

	Non Disabled	%	Disabled	%	Total	%
Application form recorded	754	100	13	100	767	100
Stage 1: Invite to first interview	242	32	1	8	243	32
Stage 2: Invite to Group Selection	111	46	0		111	46
Stage 3: Job offer made	85	77	0		85	77
Stage 4: Job offer accepted	64	75	0		64	75

25

## Graduate recruitment 2002: percentage success rate by stage - analysis by disability

	Non Disabled	Disabled	Total
Stage 1: Invite to first interview	35	8	34
Stage 2: Invite to Group Selection	15	0	14
Stage 3: Job offer made	11	0	10
Stage 4: Job offer accepted	8	0	8

## Disabled staff at the NAO by grade 2003

	%	2003	
		Disabled	Total
<b>Audit Staff</b>			
D/C&AG	0	0	1
AAG	0	0	6
Directorate	2	1	57
AM	2	2	123
PA	3	4	136
SA	0	0	189
ATH	0	0	7
A	0	0	29
AA	1	1	122
AT	0	0	43
ATT	0	0	1
<b>Subtotal</b>	<b>1</b>	<b>8</b>	<b>714</b>
<b>General Service staff</b>			
G7	0	0	14
SEO	0	0	15
HEO/equivalent	0	0	29
EO/equivalent	2	2	101
ADMO/equivalent	4	2	56
<b>Subtotal</b>	<b>2</b>	<b>4</b>	<b>215</b>
<b>Total staff</b>	<b>1</b>	<b>12</b>	<b>929</b>

## Internal &amp; external training activity 2002-2003 by disability

	2002-03			
	Non Disabled	%	Known Disabled	%
<b>Internal</b>	1062	97.0 *	10	0.9
<b>External</b>	192	99.5	1	0.5
<b>Representation</b>		<b>99.0</b>		<b>1.3</b>

\* Disability status of 27 ( 2.5%) of delegates not known

## Applications for Further Education support 2002-2003 by disability

	2002-03			
	Non Disabled	%	Known Disabled	%
<b>Successful</b>	14	100.0	0	0.0
<b>Unsuccessful</b>	1	100.0	0	0.0
<b>Representation</b>		<b>99.0</b>		<b>1.0</b>

29

**Promotions 2002-2003 by disability**

	2002-03	
	Non Disabled	Disabled
Directorate	5	0
AM/Gr7	14	0
PA	10	0
SA	28	0
SEO	1	0
A	1	0
HEO/SES	1	0
EO / ES	2	0
<b>Totals</b>	<b>62</b>	<b>0</b>
<b>Percentage</b>	<b>100%</b>	<b>0%</b>

1 Candidate for Director disabled. No other disabled candidates.

30

**Graduate recruitment 2002: numerical analysis by age**

	Under 21	21-30	31-40	41-50	51-60	Over 60	Total
<b>Successful Candidates</b>	13	49	2	0	0	0	64
<b>Percentage</b>	20	77	3	0	0	0	100

Candidates' ages at application were recorded within the range 20yrs to 38yrs  
The age of candidates at subsequent stages was not recorded.

31

**Senior Auditor recruitment 2002-03: numerical analysis by Age**

	Under 21	21-30	31-40	41-50	51-60	Over 60
<b>Successful Candidates</b>	0	11	9	0	0	1
<b>Percentage</b>	0	52	43	0	0	5

32

**EO Graduate Researcher recruitment 2002-03: numerical analysis by age**

	Under 21	21-30	31-40	41-50	51-60	Over 60
<b>Successful Candidates</b>	0	12	4	0	0	0
<b>Percentage</b>	0	75	25	0	0	0



### 33 All other recruitment 2002-03: numerical analysis by age

	Under 21	21-30	31-40	41-50	51-60	Over 60
Successful Candidates	3	35	14	7	5	1
Percentage	5	54	22	11	8	2

### 34 NAO staff 2000-2003 by age group

	16-19	20-29	30-39	40-49	50-59	60 and over	Total
<b>Audit Staff</b>							
D/C&AG	0	0	0	0	1	0	1
AAG	0	0	0	4	2	0	6
Directorate	0	0	11	32	14	0	57
AM	0	2	43	48	30	0	123
PA	0	7	56	41	32	0	136
SA	0	52	91	30	15	1	189
ATH	0	0	1	4	2	0	7
A	0	17	11	1	0	0	29
AA	0	101	20	1	0	0	122
AT	0	8	28	6	1	0	43
ATT	1	0	0	0	0	0	203
<b>Subtotal</b>	<b>1</b>	<b>187</b>	<b>261</b>	<b>167</b>	<b>97</b>	<b>1</b>	<b>714</b>
<b>General Service staff</b>							
G7	0	0	5	5	3	1	14
SEO	0	3	3	3	6	0	15
HEO	0	4	14	10	1	0	29
EO / ES	0	34	38	18	9	2	101
ADMO / US	0	15	25	9	7	0	56
<b>Subtotal</b>	<b>0</b>	<b>56</b>	<b>85</b>	<b>45</b>	<b>26</b>	<b>3</b>	<b>215</b>
<b>Total staff</b>	<b>1</b>	<b>243</b>	<b>346</b>	<b>212</b>	<b>123</b>	<b>4</b>	<b>929</b>
<b>Percentage</b>	<b>0</b>	<b>26</b>	<b>38</b>	<b>23</b>	<b>13</b>	<b>0</b>	

### 35 Internal & external training activity 2002-03 by age

	Under 21	21-30	31-40	41-50	51-60	Over 60
Internal	2	587	254	124	71	3
Percentage	0	53	23	11	6	0
<i>Age of 58 (5%) delegates not recorded</i>						
External	0	49	85	44	13	2
Percentage	0	25	44	23	7	1
Representation	0	26	38	23	13	0

### 36 Applications for further education support 2002-03 by age

	Under 21	21-30	31-40	41-50	51-60	Over 60
<b>Successful</b>	0	3	9	0	2	0
<b>Percentage</b>	0	21	64	0	14	0
<b>Unsuccessful</b>	0	0	1	0	0	0
<b>Percentage</b>	0	0	100	0	0	0
<b>Representation</b>	<b>0</b>	<b>26</b>	<b>38</b>	<b>23</b>	<b>13</b>	<b>0</b>

### 37 Annual performance marks 2002-03 by age

	21-30	%	31-40	%	41-50	%	51-60	%
Outstanding	20	10	25	8	6	4	4	5
Highly Effective	102	50	128	40	74	47	19	22
Effective	79	39	159	50	77	49	56	66
Needs Att'n	3	2	7	2	0		6	7
Unacceptable	1	1	1	0.3	1	0.6	0	

### 38 Promotions 2002-03 by age

	Under 21	21-30	31-40	41-50	51-60	Over 60
<b>Directorate</b>	0	0	2	3	0	0
<b>AM/Gr7</b>	0	2	10	2	0	0
<b>PA</b>	0	6	4	0	0	0
<b>SA</b>	0	17	9	2	0	0
<b>SEO</b>	0	1	0	0	0	0
<b>A</b>	0	0	1	0	0	0
<b>HEO/SES</b>	0	1	0	0	0	0
<b>EO / ES</b>	0	0	1	1	0	0
<b>Totals</b>	0	27	27	8	0	0
<b>Percentage</b>	0	44	44	13	0	0
<b>Representation</b>	<b>0</b>	<b>26</b>	<b>38</b>	<b>23</b>	<b>13</b>	<b>0</b>

## Promotions 2002-2003 - applications analysis by age

	2002-03					
	21-30 Applied	21-30 Promoted	21-30 % Success	31-40 Applied	31-40 Promoted	31-40 % Success
Directorate	0	0	0	4	1	25
AM	1	0	0	10	3	30
PA	13	5	38	26	5	19
SA	3	0	0	3	1	33
SEO	1	1	100	0	0	0
ATH	0	0	0	0	0	0
HEO	0	0	0	0	0	0
AT	0	0	0	0	0	0
EO/ES	3	1	33	0	0	0
ADMO/US	0	0	0	0	0	0
<b>Totals</b>	<b>21</b>	<b>7</b>	<b>33</b>	<b>43</b>	<b>10</b>	<b>23</b>
<b>Percentage</b>	<b>21</b>	<b>32</b>		<b>44</b>	<b>45</b>	

	41-50 Applied	41-50 Promoted	41-50 % Success	51-60 Applied	51-60 Promoted	51-60 % Success
	Directorate	13	2	15	0	0
AM	10	3	30	0	0	0
PA	7	0	0	1	0	0
SA	0	0	0	1	0	0
SEO	0	0	0	0	0	0
ATH	0	0	0	0	0	0
HEO	0	0	0	0	0	0
AT	0	0	0	0	0	0
EO / ES	0	0	0	2	0	0
ADMO / US	0	0	0	0	0	0
<b>Totals</b>	<b>30</b>	<b>5</b>	<b>17</b>	<b>4</b>	<b>0</b>	<b>0</b>
<b>Percentage</b>	<b>31%</b>	<b>23%</b>		<b>4%</b>	<b>0%</b>	

## Resignations 2002-03: percentage by age

	Under 21	21-30	31-40	41-50	51-60	Over 60
<b>Total</b>	<b>0</b>	<b>25</b>	<b>20</b>	<b>15</b>	<b>0</b>	<b>0</b>
<b>Percentage</b>	<b>0%</b>	<b>39%</b>	<b>31%</b>	<b>23%</b>	<b>0%</b>	<b>0%</b>
<b>Representation</b>	<b>0%</b>	<b>26%</b>	<b>38%</b>	<b>23%</b>	<b>13%</b>	<b>0%</b>