VALUING INDIVIDUALS

NAO
National Audit Office

Diversity Annual Report
2007-08

CONTENTS

Introduction by the C&AG

I am pleased to introduce the latest in a series of annual reports on diversity at the NAO. This report provides a summary of the progress we have made during 2007/2008 in terms of our diversity initiatives and against our diversity strategy. It also sets out the main features of our workforce, and highlights where we may need to focus our efforts going forward in order to support the future resourcing of our work which underpins our on-going success.

The success of the NAO relies on talented and well motivated people with a range of skills and backgrounds working well together to deliver a varied work programme which is relevant to our diverse stakeholders. Our commitment to diversity therefore makes real business sense and is relevant to all of us, to the work we do, and to our impact and on-going success.

During 2007/08 we have taken steps to recruit and retain staff from a wide talent pool which is modern Britain - by raising our profile as an employer of choice among minority groups and potential recruits more generally. I am delighted to say that we have gained the disability two ticks symbol – showing our openness as an employer for people with disabilities; we have continued to promote a summer internship programme for disabled and ethnic minority undergraduates; and we have continued to seek non-graduate trainees to join our fast track scheme which complements our main graduate training scheme.

We have checked for fairness and consistentcy in terms of the operation of our human resource policies by evaluating their impact on different staff groups. Our review covered policies and procedures relating to training and development, appraisal, pay, recruitment and promotions, and the main findings are summarised in this report. Overall our framework of policies has stood up well.

Diversity is also one consideration in our VFM audit work where we aim to provide a range of reports which are relevant to our diverse stakeholders and which address issues of relevance to the diverse society in which we operate. In 2007/08 we published some reports with a clear diversity theme – such as our study of employment rates for ethnic minorities. This study included recommendations for improving employment rates of ethnic minorities in Britain.

This is the final report on progress under our current diversity strategy which covered the period 2005 to 2008. We will be launching a revised strategy early in 2009 to provide a focus for further progress through to 2011.

Tim Burr
Comptroller and Auditor General
November 2008

Key diversity facts

Here are some headlines in terms of progress and achievements during 2007/08:-

- We have achieved accreditation with the Disability 2 ticks symbol which recognises our commitment to good practice in employing people with disabilities.

- The representation of disabled trainees joining our graduate scheme has increased to 5.5% from 2.5% in 2006/2007.

- We ran the second annual internship scheme for four disabled and ethnic minority undergraduates. One has been successful in their application for our graduate training scheme and will be joining the office in 2009.

- We have published a number of reports which consider diversity related issues, including: Helping people through mental health crisis: the role of crisis resolution and home treatment services; Widening participation in higher education; Increasing employment rates for ethnic minorities; and Preparing for sporting success at the London 2012 Olympic and Paralympic games and beyond.

Part 1: Who we are

<u>Our role and work</u>

The National Audit Office (NAO) is headed by the Comptroller and Auditor General (the C&AG), Tim Burr. We are the principal state audit body of the United Kingdom. The C&AG is an officer of the House of Commons and reports directly to Parliament.

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; and he also provides Parliament with 60 value for money reports each year into the economy, efficiency and effectiveness of government programmes.

The NAO's engagement with Parliament is based primarily on the work of the Committee of Public Accounts but we have also developed links with other Select Committees to support the wider work of Parliament. In 2007-08 we provided support, ranging from reviews and formal submissions through to informal advice on enquiries, to 17 Parliamentary Select Committees. Our relationship with the Environmental Audit Committee in particular has continued to develop, with our team of experts engaging in a significant programme of formal and informal support, principally in the area of climate change.

The NAO has several international clients, such as the World Food Programme and the Pan American Health Organisation, which were won in open competition against other bodies.

Through our international work we have also helped to promote good practice and support improvement in financial management, governance and accountability in developing nations. During 2007/08 our international technical cooperation work featured over 40 countries - including Ghana, Uganda, Vietnam and Iraq.

Our Annual Report provides more information at http://www.nao.org.uk.

Our people

We employ around 850 people, with the majority based in our London office[1] and around 80 based in Newcastle. 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 20 other staff to train with other accountancy institutes such as the Association of Chartered Certified Accountants (ACCA) and the Association of Accounting Technicians (AAT).

Our VFM teams include people with a range of different skills and experience – such as economists, social scientists, accountants and statisticians, as well as specialists in particular sectors such as Defence and Overseas Development.

Our audit staff are assisted by around 200 specialist support staff. Many of these hold professional qualifications from bodies such as the Chartered Institute of Personnel and Development, the Chartered Institute of Purchasing and Supply, and The Library Association.

As well as drawing on this expertise, we have around 25 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 in a diverse range of sectors, and for some this is an opportunity to assist national audit institutions in developing countries. 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.

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[1] This includes staff on maternity leave, career break, and secondment.

Our Vision, Mission and Values

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'.

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

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 unique differences in individuals and the elements of diversity they bring to the organisation.

Part 2: Our equality and diversity policies

Our commitment to equality of opportunity is underpinned by our equality and diversity 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; and
- 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 Senior Management agreed a diversity strategy and action plan in order to fulfil the effective implementation of our equality and diversity policy. The strategy and plan covered the period 2005-2008, and the key objectives were to:-

- make staff fully aware of the importance of equal opportunities at work and their own rights and responsibilities;
- provide relevant 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, welfare and attendance, pay and benefits and training opportunities;
- develop effective procedures for dealing with grievances and complaints about discrimination and harassment;
- monitor the internal diversity profile and career patterns of our staff as well as data on recruitment and promotions, 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.

In response to the requirements of the Race Relations (Amendment) Act, we reviewed our existing Race Equality Scheme in 2005. The scheme set out a number of actions to promote racial equality by implementing Equality Impact Assessments on all functions that are relevant to our general duty.

Our Disability Equality Scheme and action plans were launched in 2006. The scheme set out a number of actions to remove the barriers faced by disabled people in order to create a working environment which promotes inclusiveness and equality.

By involving disabled people in the production of our scheme we identified six core strategic priorities for 2006-2009:
• Accessibility and the built environment
• Employment
• Involving disabled people
• Communication
• Training
• Corporate Service Delivery.

A working group has been set up to monitor progress on the Disability Equality Scheme, and a Disability Progress report was published in December 2007.

Our Gender Equality Scheme was published in April 2007. The scheme sets out the action we have already taken and future measures to help ensure that men and women are treated fairly and consistently and are given equal opportunity to develop their careers.

Progress against the equality schemes is monitored by the Diversity Manager.

In 2006 we introduced the Association of Accounting Technicians (AAT) Fast Track Scheme. The AAT Fast Track Scheme is for recent school leavers/ college leavers, or non-graduate career changers, with a strong academic record to A level who are interested in a career in accountancy. In launching the AAT Fast Track Scheme the NAO had three key objectives:-

- To retain a non graduate entry to the audit stream for high calibre recruits who may lack the opportunity of a university education or who may be deterred by prospective levels of graduate debt;

- To offer an alternative route for recruiting trainees which avoids the long timeframe traditionally experienced in the recruitment and training of ATTs and their progression through to professional qualification; and

- To attract a more diverse range of applicants to our training programme.

We currently have nine AAT's on the fast track scheme.

The Diversity Strategy

Our current diversity strategy covers the period 2005-2008. We have already made considerable progress in embedding diversity within our business, and during 2007/08 we have:-

- Achieved successful accreditation with the 2 Ticks Disability Symbol which recognised our commitment to good practice in employing people with disabilities;

- Organised annual internships for disabled and ethnic minority undergraduates;

- Monitored the ethnic minority mentoring programme to help facilitate the career progression of ethnic minority staff to senior positions;

- Attended various recruitment events aimed at minority groups including 'Target Chances' events aimed at ethnic minority undergraduates and a lesbian, gay, bisexual and transgender job fair;

- Benchmarked our performance on the Workplace Equality Index with Stonewall, an organisation that works for equality and justice for lesbians, gay men, and bisexuals (LGB).

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The Diversity team within Human Resources regularly reports to Senior Management on the progress of our diversity initiatives.

The Diversity Manager

The NAO's Diversity Manager, Jill Morris is responsible for:
- Ensuring we have a relevant diversity strategy in place;
- developing, publicising and monitoring the NAO's equality and diversity policies 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 all employment procedures relating to equal opportunities, including complaints;
- providing information, advice and training;
- liaising with the Trade Union Side on equal opportunity issues;
- maintaining contact with other relevant organisations.

Jill is a member of the Office's Diversity Strategy Group.

Part 3: Our performance on diversity

Our monitoring data uses the Census 2001 ethnicity classifications so that our performance can be compared with publicly available national data. 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 annual equal pay audit in relation to gender, ethnicity and age. This data and all information required by the equality legislation, is published externally, some of it in a summarised format.

Annexes A to C of this report provide the detailed results of our monitoring work covering the financial year of 2007-2008. The following sections summarise key aspects of our performance and the action we are taking to build on progress to date.

i) Recruitment

> *Our recruitment advertising states that we aim to reflect the diversity of the public we serve. We have further developed our graduate recruitment process to attract a diverse range of people to the NAO. This will be accomplished by: attending careers fairs at universities with a high proportion of ethnic minority students; ensuring that our recruitment teams reflect the diversity of our organisation; and working on making the on-line applications procedure more accessible for disabled candidates.*
>
> *We advertise a range of vacancies in the national press, in diversity publications and on-line - reaching and attracting a diverse range of applicants.*

In 2007-2008 we recruited 56 trainees to our graduate recruitment programme and 102 staff directly to non-graduate posts. The figure of

56 trainees for the graduate intake reflects a shortfall in the new entrant number against the target figure for the January 2008 intake, but the total intake for the campaign was in line with our overall target of 70 as additional graduates were recruited for the August and October 2008 intake.

A key focus for the recruitment team in 2007-2008 was the continued expansion of our Office in Newcastle. We are aiming to recruit 10 graduate trainees a year for Newcastle. By December 2008 we expect 90 staff will be based there.

Forty five per cent (25 out of 56) of graduates recruited to our training scheme in 2007-2008 were women which is comparable to last year's results (46%). It reflects the longer term position highlighted in the following table, with an average intake of 43% women since 2001-2002. These figures are broadly in line with those of both the Civil Service Fast Stream and the overall profile of graduate recruits nationally.

Figure 1: Percentage of Women recruited on NAO graduate scheme from 2001-2008
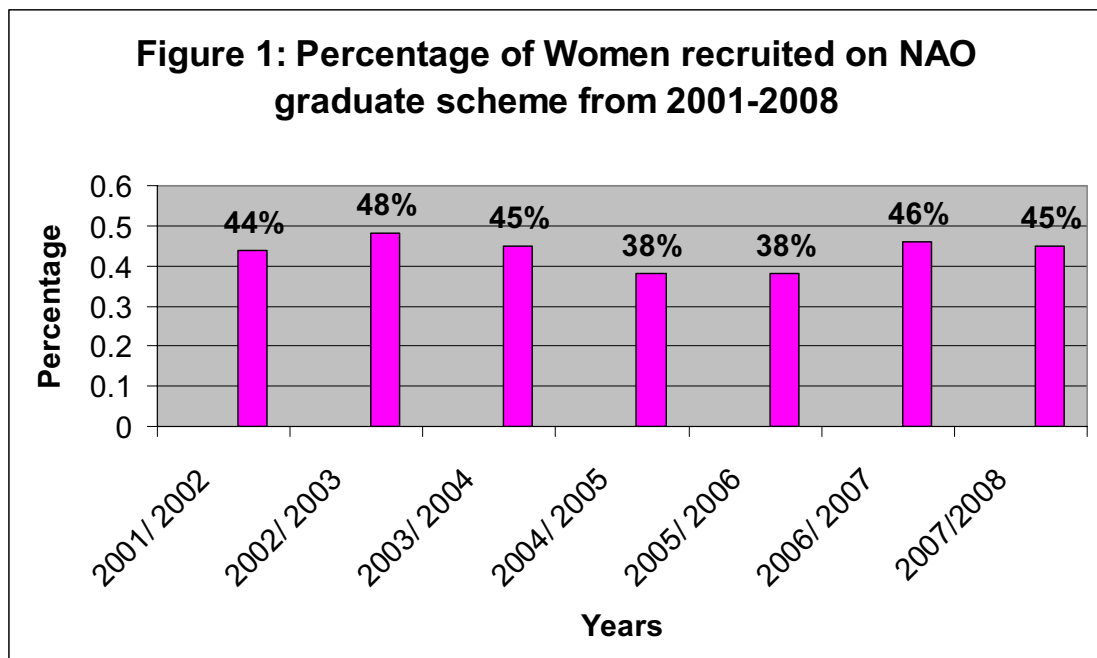
The proportion of women recruited to non-graduate posts varied, depending on the vacancy, but averaged 47% in 2007-2008 compared

to 52% in 2006-2007 and 41% in 2005-06. The overall recruitment
pattern by gender for all campaigns (including graduate recruitment) is
shown in Figure 2:

Figure 2: Overall recruitment by gender
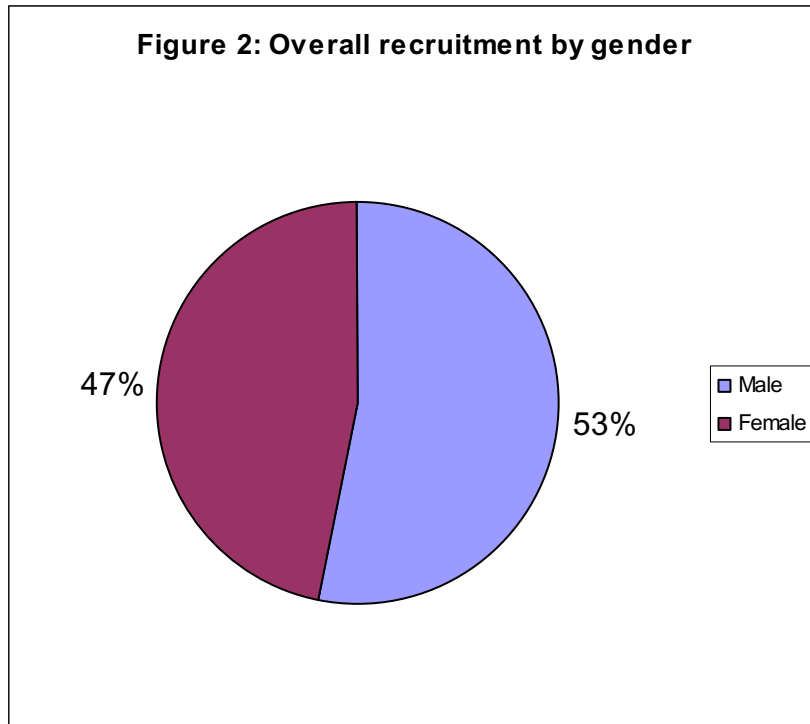
The proportion of minority ethnic graduate trainees recruited to the Office
in 2007/08 was 13%, which was lower than last year's figure of 16%.
We will, therefore, continue to monitor this closely and have put in place
mechanisms to attract more ethnic minorities in the 2008/09 campaign.
Although we have seen a decrease in the number of ethnic minority
graduates recruited since the peak of two years ago, our average intake
over the past four years is 21% (see Figure 3 below). This compares to
11% of graduate entrants to the Civil Service Fast Stream being from an
ethnic minority background in 2007 and 24% of ethnic minority graduate
entrants to the Audit Commission.

Figure 3: Percentage of Ethnic Minority trainees recruited onto the NAO graduate scheme from 2001-2008
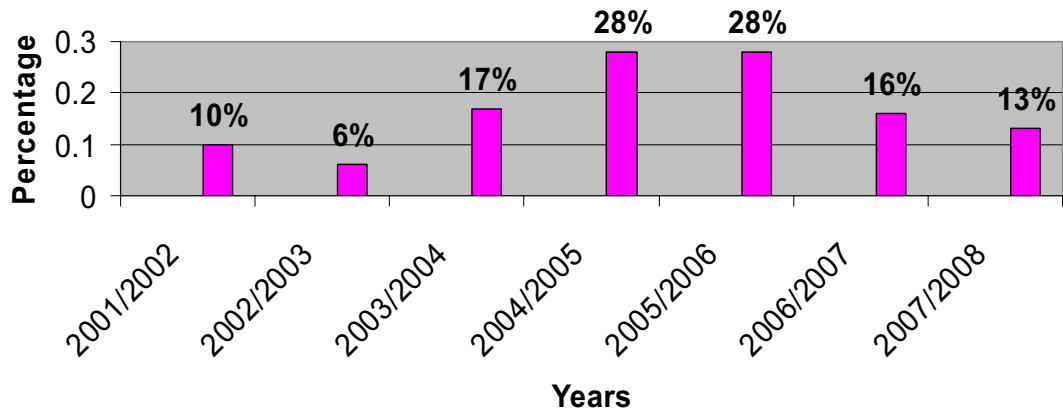
Because we use a variety of recruitment methods we do not hold detailed data on the ethnicity of applicants for all non-graduate posts. The proportion of ethnic minorities recruited to non-graduate posts during 2007-2008 was 19% which compared favourably with national statistics which show that 10% of the national working age population were from an ethnic minority.

The overall recruitment pattern for all campaigns (including graduate recruitment) is shown in Figure 4:

Figure 4: Overall recruitment by ethnicity 2007-2008
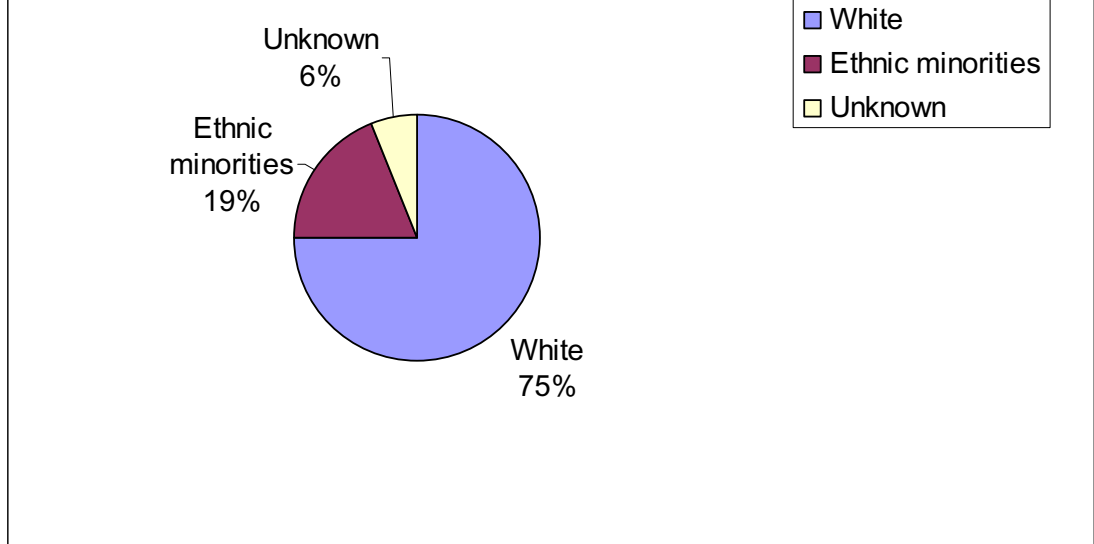
In 2007-2008, 5.5% of graduate new entrants had a declared disability which was up from 2.6% in 2006-2007. Some 6% of non- graduate posts were filled with an applicant declaring a disability, up from 1% in 2005-2006 and 3% in 2006-2007.

In 2007-2008, 5% of our graduate trainees recruited were age 30 or over compared to 2006-2007 when 4% of the trainees we recruited were age 30 or over.

During 2007-2008, 5% of our non-graduate recruits were aged 19 or under; 59% were aged 20-29; 22% were over 30; and 13% were over 40.

ii) Pay

Our annual equal pay audit showed that there were no significant differences related to gender, ethnicity or age within individual pay

bands. Where differentials did occur, they could be accounted for by other non-gender, non-ethnicity or non-age related factors.

The average full time salary for women was 87% of the average for men compared to 83% across the economy generally.

iii) Training

In terms of training activity, in 2007/ 2008 the proportion of all training activity undertaken by women was 48% - which was higher than their representation in the Office (43 per cent); and the proportion undertaken by ethnic minority staff (16%) was in line with their workforce representation (15%). The training pattern by age showed that staff age 20-29 undertook proportionately more training than their representation in the Office whilst staff over 40 undertook proportionately less. The likely reason for this pattern is that younger staff with less experience undertake more formal training to develop their skills and expertise to the required level.

The third tranche of our Future Leaders Development Programme was launched in 2007/2008. This programme aims to identify and develop those people who demonstrate the potential to progress to senior management positions in the NAO. A group of 11 participants was selected and of these, two (18%) were from an ethnic minority background and six (55%) were women. In 2007/2008 five future leaders were promoted to higher grades. Four (80%) are women and one (20%) was an ethnic minority.

We support a small number of staff to undertake further education each year (around 20), including professional qualifications in HR, library and information studies, and masters degrees in audit related areas, for example, economics and health policy. Of these, 75% were women in 2007-08.   Ethnic minority staff accounted for 15% of all further

education undertaken which is comparable to their representation in the Office.

iv) Performance Appraisal

The NAO's performance appraisal scheme has three performance bands (A, B and C) with A ratings awarded to our strongest performers. In addition, a rating of potential (the star rating) is used to identify staff who demonstrate the abilities required to progress to the next grade within a three year time period.

2007/08 Analysis

Similar proportions of men and women received A, B and C ratings. Of those eligible, 30% of female staff were awarded a star rating compared to 20% of men. The gap between the two groups is wider than last year when 26% of female staff were awarded a star rating compared to 23% of men.

In 2007-2008, 32% of ethnic minority staff achieved an A rating compared with 39% of white staff, and white staff have consistently achieved a higher proportion of the highest ratings than ethnic minority staff over the last few years (see Annex B Graph 6).

The performance ratings of staff in the 20-29, 30-39 and 40-49 age bands are consistent with around 38% of staff receiving A ratings and around 55% of staff receiving B ratings. For staff in the 50+ age groups the number of A ratings awarded was lower at 27%.

In 2007-2008, 42% of eligible staff in the 20-29 age group were awarded a star rating compared to 24% in the 30-39 and 40-49 age group and 1% of those aged 50+. This compared to 54%, 23% and 6% respectively for 2005-06. These figures are likely to reflect the reality that older staff are more likely to have reached their full career potential than younger colleagues who generally have a number of career levels still to progress

and are, therefore, more likely to be awarded a potential rating. We will however, continue to monitor these figures to ensure that staff with career potential at all ages are identified.

Part-time Staff

In 2007-2008, 28% of part-time staff achieved A ratings compared with 39% of full-time staff. This was broadly comparable to 2006-2007 when 29% of part-time staff achieved A ratings compared with 35% of full-time staff. Part-time staff were more likely to receive a B rating compared with full-time staff (63% compared with 54% respectively). Some 8% of part-time staff were awarded a C rating compared to 7% of full-time staff. Action has been taken to help ensure that performance assessments of staff who work on a part-time basis take full account of the reduced hours an individual works and do not include unrealistic expectations of what might be achieved in the time available.

In 2005-06 only 9% of eligible part-time staff were awarded a star rating. In 2006-07 this increased to 17% compared with 25% of full-time staff. This year 13% of part-time staff received star ratings compared with 24% of full-time staff. We will continue to monitor this closely.

The results of our appraisal process are reviewed by the Development Manager/ Development Director network and Senior Management to ensure that assessment standards are fair and consistent. These reviews incorporate detailed statistical analyses of the appraisal ratings.

v) Representation

Women

The representation of women in the Office has been stable at 43% for the last few years. This compares to a figure of 53% for the Civil Service as a whole (2008). Some 37% of our Senior Management Board were women in 2007-08 which compared well to the Senior Civil Service representation of 30.7% in 2007. The number of female staff at Senior Management (Director level and above) and Audit Manager grades has remained stable this year at 30% and 35% respectively. The progress in the gender mix of our more senior grades may reflect the success of the Office's Future Leaders Development Programme, which has already seen nine women promoted since the programme began in 2005.

Fig 5: Women as a percentage of the workforce 2006-2008
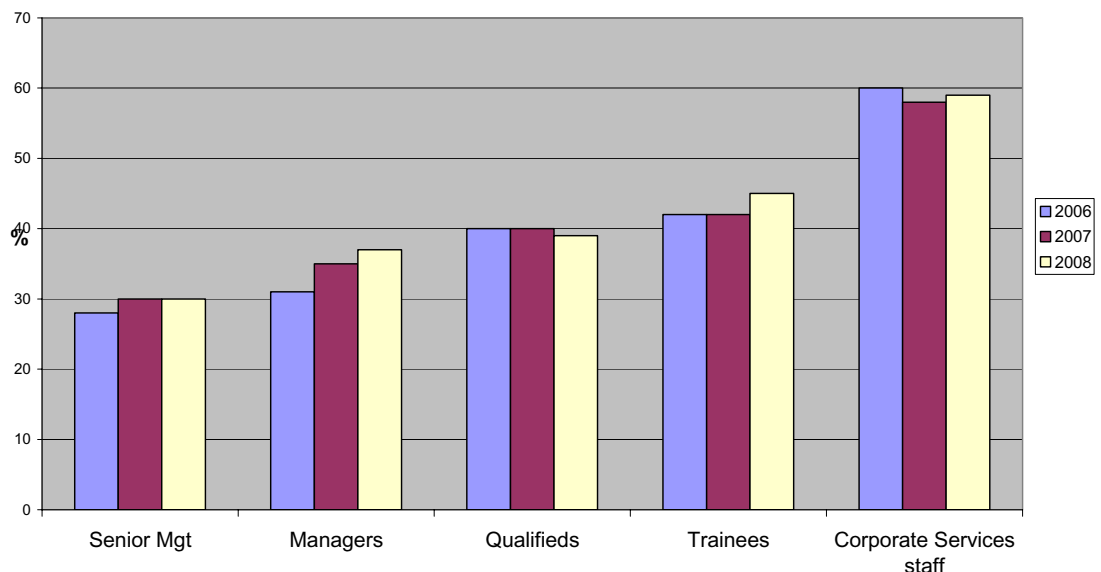
Ethnic Minorities

Representation of ethnic minority staff at senior management (Director and AAG) has increased marginally over recent years and stands at 5%. This was comparable with the Senior Civil Service where representation was 4% in 2007.

The overall representation of ethnic minority staff within the NAO has remained more or less stable at 15% in 2007/2008 compared to 15.2% in 2006/2007. This compared favourably with the Civil Service (8.3%).

Fig 6: Ethnic minority staff as a percentage of the workforce 2007-2008

Disability

We completed a disability monitoring exercise in 2006 which identified 6.2% of NAO staff as having a disability, which compared to 6.7% of the Civil Service and 5% for the Audit Commission. We intend to repeat this exercise shortly as we are aware of some new cases which were not captured in the 2006 exercise. We will also improve the way we record and monitor disability data as part of our strategy going forward. Our retention rate for disabled staff is consistent with all other staff groups.

Age

The representation of our age groups for 2007-2008 was similar to the pattern for previous years. Our largest concentration of staff was in the

20-29 age group which represented 37% of all staff (35% in 2005-06). This was largely due to the fact that we employ a high proportion of our staff (some 20%) as graduate trainees who are predominantly aged between 20-29. The smallest concentration of staff (other than in the 16-19 age group which only accounts for 1% of staff) is in the 50-59 age range - representing 13% of staff. Our workforce represented in the 30-39 and 40-49 age group make up a total 50% of all staff compared to 56% in the Civil Service.

The NAO removed its retirement age in 2006 and we have increased the number of staff aged over 60 from 2 in 2006/2007 to 8 in 2007/2008. The representation of staff by grade and age is shown at Figure 7:

Fig. 7: Staff by age as a percentage of the work force in each grade 2007-2008
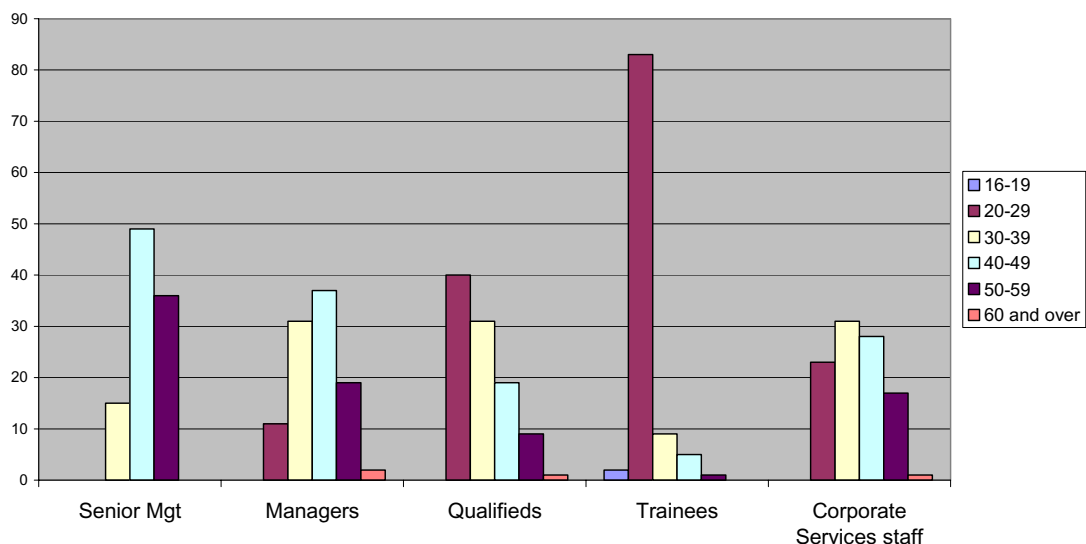
(vi) Promotion

A total of 124 staff were promoted during 2007-2008 compared to 138 staff in 2006-2007. These figures include both promotions related to attainment of professional qualifications and those open to competition. An almost equal number of men and women were promoted in 2007-08. The female application success rate was 84% compared to 83% for men, whilst in 2006-2007 female and male success rates were 78% and 65% respectively. During 2006-2007 the percentage of staff promoted who were from an ethnic minority background was 16% - which

increased to 17% in 2007-2008. Ethnic minority application success rates have increased from 73% in the previous year to 78% for 2007-2008.

vii) Retention

Some 56% of all resignations from the Office in 2007-08 were from women which was higher than their representation in the Office (43%). During 2007-2008, 17% of all resignations were from ethnic minorities which is also slightly higher than their representation in the Office (15%). In 2007/08 the highest proportion of resignations was in the 20-29 age group (48% of all resignations) and this was similar to the figure for 2006/07 (47%).

We continue to collect information on the factors influencing decisions to resign from the NAO through confidential interviews held with a third party provider. Some of the reasons for leaving were due to personal circumstances which have no connection with the NAO, and some staff cited a desire to seek wider experience within the public and private sectors.

vii) Flexibility

The Office has traditionally taken a supportive approach to flexible working and our process for considering applications reflects the statutory procedures introduced through the Government's flexible working legislation. These arrangements not only meet the needs of working parents and help promote retention, but can accommodate the particular cultural or religious needs of individual staff.

As at 31 March 2008, 10% of our staff had formal part time working arrangements. This was the same percentage as last year. These

figures do not, however, include staff who may be working full-time, but on a flexible pattern.

viii) Consultation

In developing and implementing new employment procedures, we consult with staff informally through focus and discussion groups, and formally through the Trade Union Side. We also take account of the views of the various Diversity sub-groups. The Diversity sub-groups also provide an advisory forum to debate diversity issues and acts as a sounding board for the development of HR policies.

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

Senior Management has continued to demonstrate its support for diversity, for instance by: providing Board level representation for diversity issues; the comprehensive review of interim and final performance marks; its agreement to the external publication of our Diversity Annual Report; and its support for a new programme of initiatives to take the Diversity Strategy forward. Senior Management are provided with advice and support on employment and diversity issues by the Human Resources Team. Board level responsibility for HR matters are shared jointly by Wendy Kenway-Smith (Assistant Auditor-General) and Jim Rickleton (Assistant Auditor-General) reinforcing the importance of diversity in our corporate agenda and drawing on Jim Rickleton's experience as the Office's Diversity Champion and Chair of the diversity steering and strategy groups.

We have a number of staff network groups which act as an informal support to their staff members and also as consultative groups for the Office.

During the year we have networked with colleagues in the Civil Service and more widely to seek ideas and share good practice. Internally, we have worked with a range of colleagues including IT and Facilities to improve the technology and workplace arrangements for people with disabilities.

Part 5 – Our Future Strategy

This annual report is the final one under our Diversity Strategy covering 2005 to 2008. We are now drawing up a strategy for 2009 to 2011 to build on our progress to date and to drive further progress. In developing our new strategy we have reviewed our progress to date and taken a fresh look at where we should invest our energies to bring most benefit for our business and our people. We have involved colleagues from the business in putting together our plans, and we will be launching the strategy in early 2009.

Annex A: detailed diversity statistics: gender and working hours

1) 2007-2008: Graduate Recruitment Numerical Anaylsis by Gender

Stage	Male	Female
Stage 1: Application from received	503	327
Stage 2: Applications meeting nationality, qualifications, and points requirements	202	135
Stage 3: Invited to first interview	182	131
Stage 4: Attended first interview	133	108
Stage 5:Invited to Group Selection	84	45
Stage 6: Attended Group Selection	75	40
Stage 7: Job offer made	40	30
Stage 8:Job offer accepted	31	25

Legend: ■ Male ■ Female

2) Graduate Recruitment 2007-2008: Percentage success rate by stage - analysis by gender

Legend: Male, Female

Categories:
- Stage 1: Application form recorded
- Stage 2: Applications meeting nationality, qualification, and points requirements
- Stage 3: Invited to first interview
- Stage 4: Attended first interview
- Stage 5: Invited to Group Selection
- Stage 6: Attended Group Selection
- Stage 7: Job offer made
- Stage 8: Job offer accepted
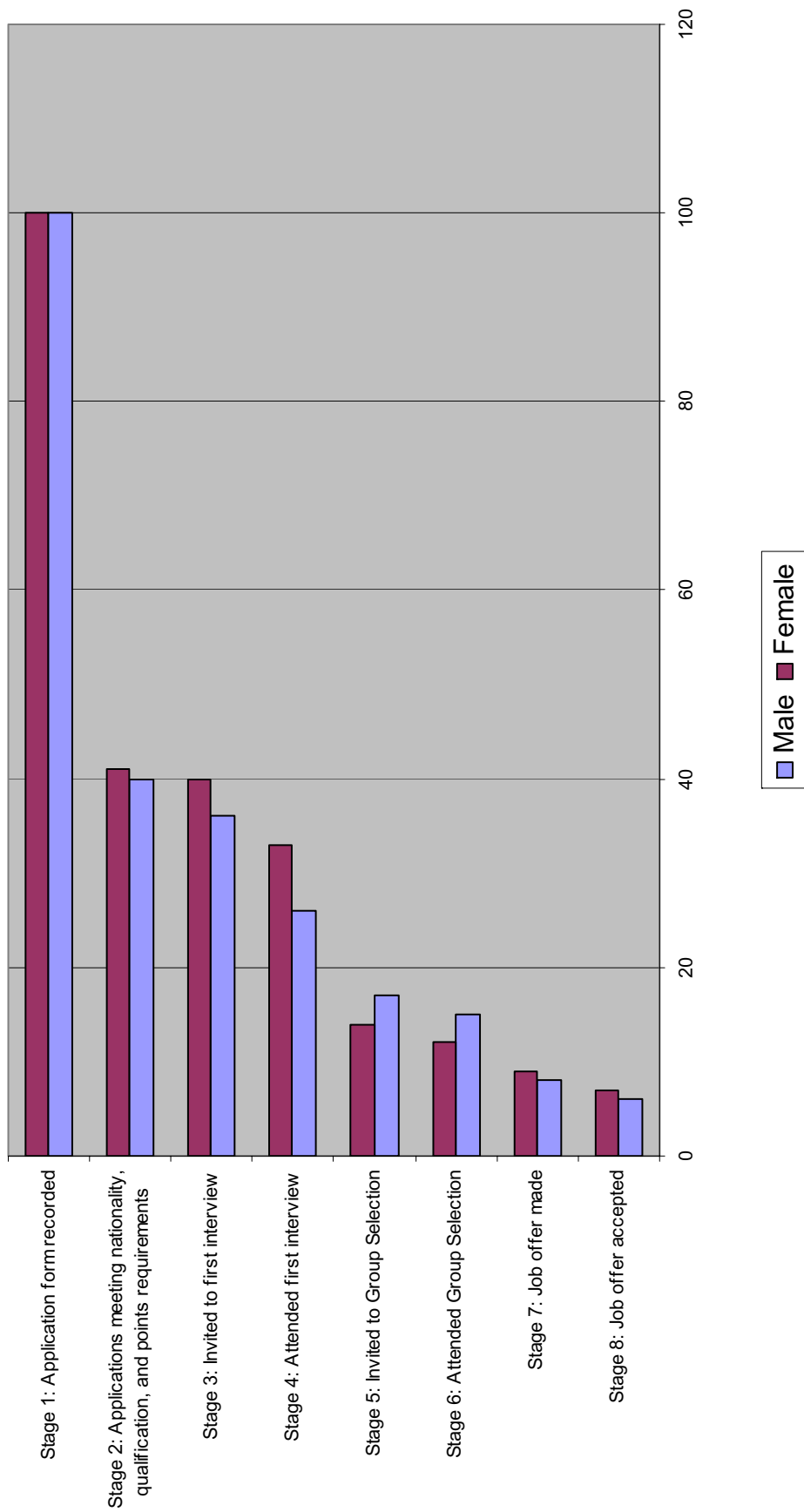
3) Other recruitment 2007-08 numerical analysis by gender

	Male	Female	Total
Director			
Manager	1	2	3
Qualified (AP, SA,A)	17	10	27
Trainees (EO res/AT/ATT)	5	4	9
Corporate Services	15	22	37
Successful candidates	38 (50%)	38 (50%)	76

N.B. Trainees do not include topps

4) Gender profiles by grade 2007-2008

Audit Staff	Men	%	Woman	%	Total
D/C&AG	1	100	0	-	1
AAG	4	57	3	43	7
Directorate	41	72	16	28	57
AM	92	66	48	34	140
Qualified (AP/SA/A/A)	195	60	130	40	325
Trainees (AA,ATH, AT,ATT/EO res)	106	56	83	44	189
Subtotal	**439**	**61**	**280**	**39**	**719**
Corporate Service Staff					
G7	8	57	6	43	14
SEO	8	44	10	55	18
HEO/equivalent	19	66	10	34	29
EO/equivalent	21	27	58	73	79
ADMO/equivalent	19	44	24	56	43
Subtotal	**75**	**41**	**108**	**59**	**183**
Total Staff	**514**	**57**	**388**	**43**	**902**

5) Annual Ratings by Gender 2007
MALE v FEMALE COMPARISON

Percentage Within Rating Category

- Male %
- Female %

60%
50%
40%
30%
20%
10%
0%

A
B
C
NR

Appraisal Rating

6) GENDER COMPARISON OF STAR RATINGS OVERALL 2007 (excl A/AAs/EO (Res Contract)) - Proportion of As with Stars and Proportion of Bs with Stars

Star Ratings

Percentage

Legend:
- A *
- B *
- Total *

Male %
Female %
Expected %

60%
50%
40%
30%
20%
10%
0%
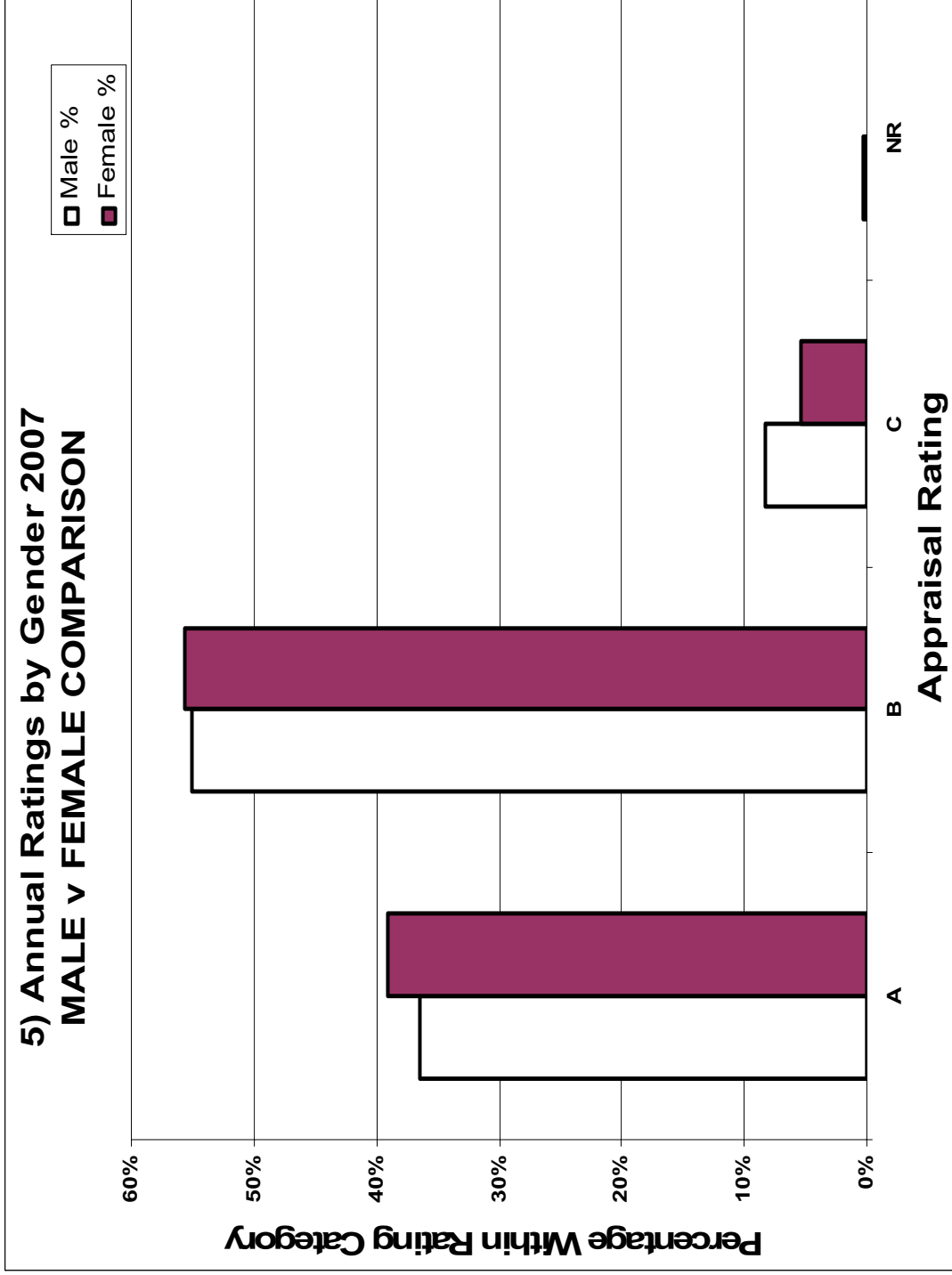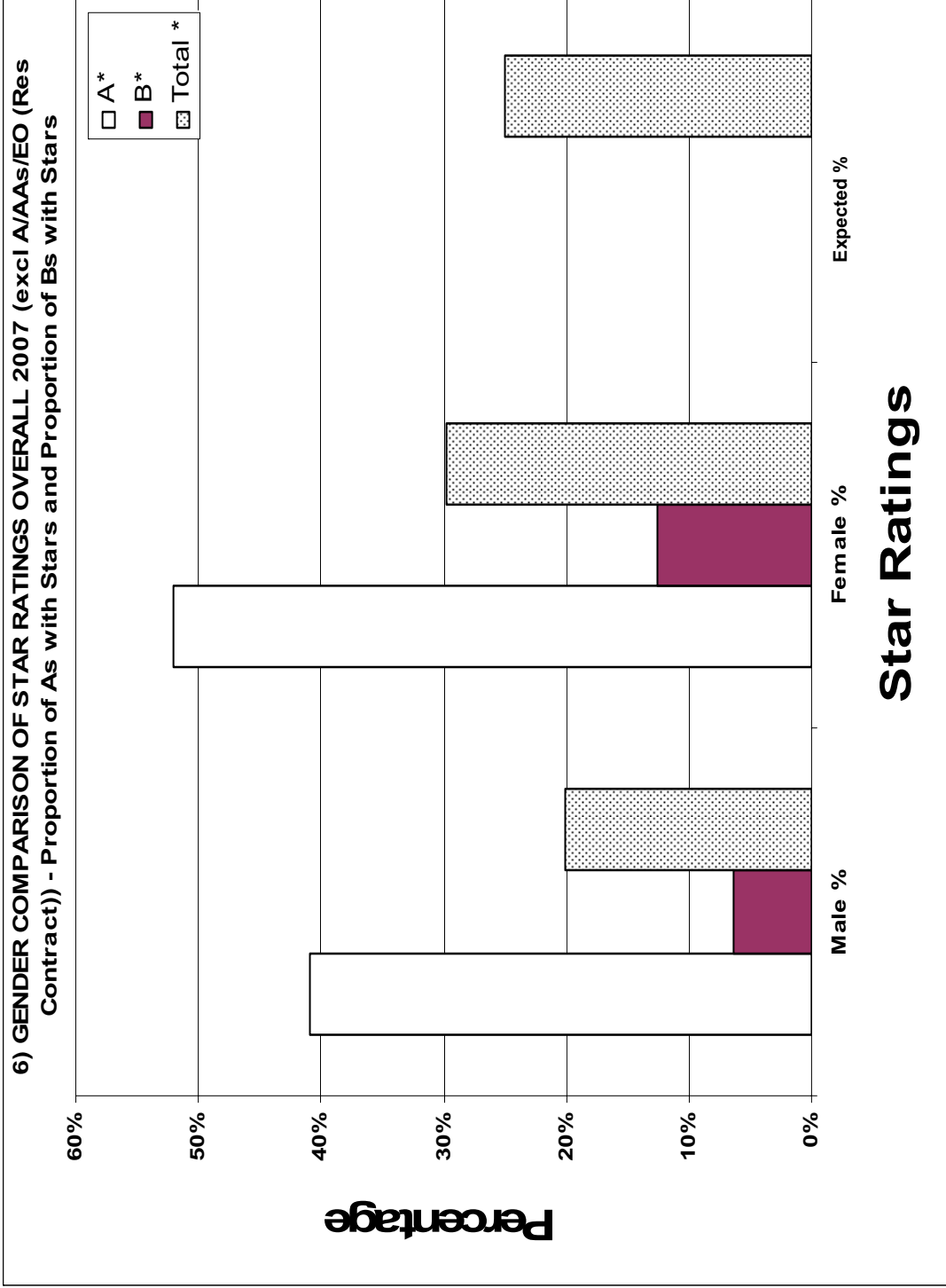
7) Annual performance ratings by working hours 2007
FULL-TIME v PART-TIME COMPARISON

Legend:
- ☐ F/T %
- ■ P/T %

X-axis: **Appraisal Rating** (A, B, C, NR)

Y-axis: **Percentage Within Rating** / Category (0% to 70%)

8) FULL-TIME v PART-TIME COMPARISON OF STAR RATINGS OVERALL 2007(excl A/AAs/EO (Res Contract)) - Proportion of As with Stars and Proportion of Bs with Stars

Legend: □ A* ■ B* ⊞ Total *

Y-axis (Percentage): 0%, 10%, 20%, 30%, 40%, 50%, 60%

X-axis (Star Ratings): Full-Time %, Part-Time %, Expected %
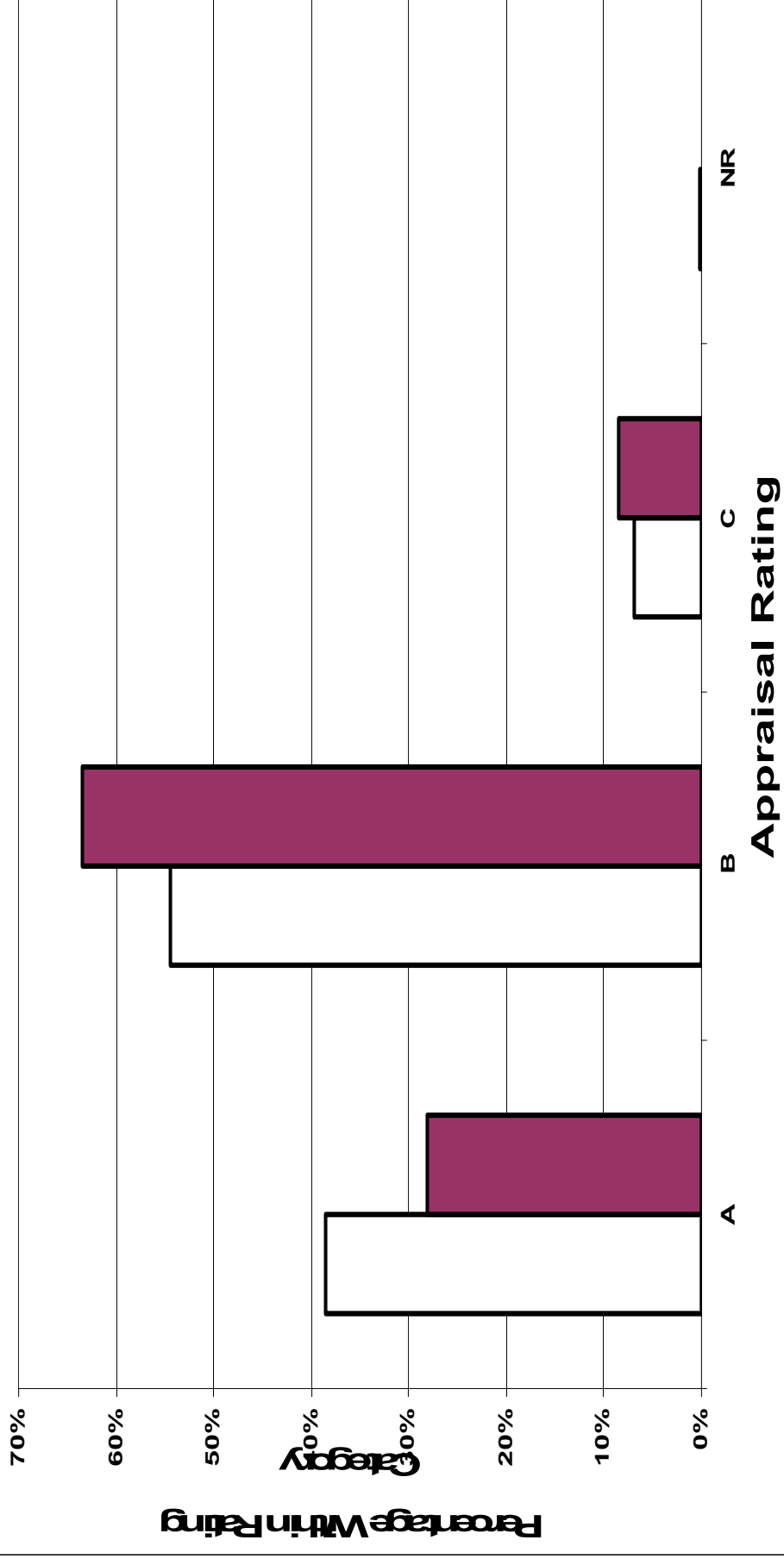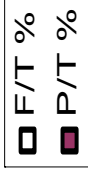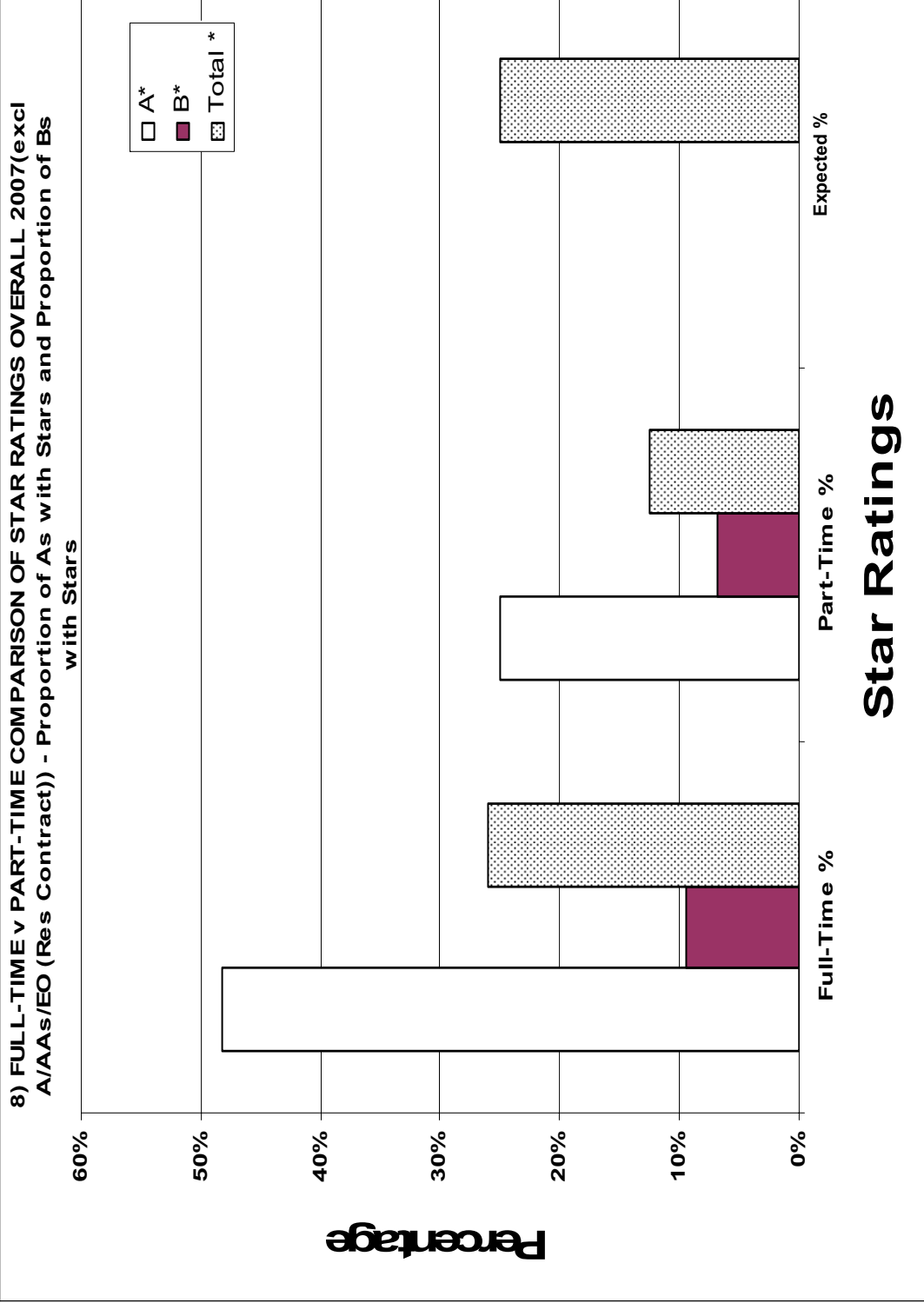
9) Promotion Campaigns 2007-2008

	No. of Campaigns	Total no. of applications	Male				Female			
			Applicants	Sifted in	Promotees	% Success	Applicants	Sifted in	Promotees	% Success
Senior Managers*	0	0	0	0	1	0	0	0	0	0
Directorate**	3	5	2	2	1	33	3	3	2	67
Manager/G7	3	34	23	15	8	35	11	7	3	27
Qualified*** (AP)	0	52	29	n/a	29	100	23	n/a	23	100
Trainees*** (A)	0	54	34	n/a	34	100	20	n/a	20	100
Corporate Services	2	2	2	2	2	100	0	0	0	0
Totals	**8**	**147**	**90**	**19**	**75**	**51**	**57**	**10**	**48**	**84**

Note:* One Personal Promotion to Senior Management
Note** One Personal promotion to Director
Note. ***Promotion to Auditor and Audit Principal do not involve campaigns

Annex B: detailed diversity statistics: ethnicity

1) Graduate recruitment 2007-2008: Comparative success rate of applicants by stage – analysis by ethnic grouping

Asian	Total %	Black	Total %	Chinese	Total %	Mixed/Other	Total %	White	Total %	Unknown	Total %	Total Number of applications
177	100	75	100	29	100	22	100	504	100	23	100	830
76	43	28	37	15	52	8	36	194	38	16	70	337
59	33	28	37	14	48	7	32	191	37	14	61	313
38	21	15	20	13	45	5	23	162	32	8	35	241
19	11	4	5	1	3	1	5	102	20	2	9	129
14	8	4	5	1	3	1	5	93	18	2	9	115
8	5	2	3	1	3	1	5	58	12	0	0	70
5	3	2	3	0	0	1	5	48	10	0	0	56

2) Other recruitment 2007-08 numerical analysis by ethnicity

	Asian	Black	Chinese	Mixed	Not Known	White	Total
Director							
Manager/G7						3	3
Qualified (AP/SA/A)	0	1	0	1	5	19	26
Trainees (EO res/ ATH/AT/ ATT)	1			1	1	7	10
Corporate Services	5	2	1	0	11	17	36
Successful candidates	6(8%)	3(4%)	2(2%)	2(4%)	17 (22%)	46(61%)	75

N.B Trainees do not include topps

3) Ethnic breakdown of staff by grade 2007 - 2008

Audit Staff	Asian	%	Black	%	Chinese	%	Mixed/Other	%	White	%	Not known	%	Total
D/C&AG	0	0	0	0	0	0	0	0	1	0	0	0	1
AAG	0	0	0	0	0	0	0	0	7	100	0	0	7
Director	2	3.5	0	0	0	0	1	1.7	54	94.7	0	0	57
AM	4	2.9	2	1.4	0	0	1	0.7	129	92.1	4	2.8	140
Qualified (AP,SA,A,A)	23	7.0	7	2.1	6	1.8	10	3.1	273	84	6	1.8	325
Trainees (AA,AT,ATT,EO res)	19	10	8	4.2	3	1.6	4	2.1	149	78.8	6	3.2	189
Subtotal	**48**	**6.8**	**17**	**2.4**	**9**	**1.3**	**16**	**2.2**	**613**	**85.2**	**16**	**2.2**	**719**
Corporate Service Staff													
G7	0	0	0	0	0	0	0	0	14	100	0	0	14
SEO	1	5.6	1	5.6	0	0	0	0	15	83.3	1	5.6	18
HEO/equivalent	1	3.8	1	3.8	0	0	0	0	23	88.5	1	3.8	26
EO/equivalent	5	6.3	12	15.2	1	1.3	2	2.5	55	69.6	4	5.1	79
ADMO/equivalent	2	4.7	6	14.0	1	2.3	2	4.7	29	67.4	3	7	43
Subtotal	**9**	**5**	**20**	**11.1**	**2**	**1.1**	**4**	**2.2**	**136**	**75.6**	**9**	**5**	**180**
Total Staff	**57**	**6.3**	**37**	**4.1**	**11**	**12.2**	**20**	**2.2**	**749**	**83.3**	**25**	**2.8**	**899**

4) 2007 ANNUAL ETHNICITY COMPARISON

5) 2007 ANNUAL ETHNICITY COMPARISON OF STAR RATINGS OVERALL (excl A/AAs/EO (Res Contract)) - Proportion of As with Stars and Proportion of Bs with Stars

Legend: □ A* ■ B* ▨ Total *

X-axis: Star Ratings (White %, Non-White %, Expected %)
Y-axis: Percentage (0% to 60%)
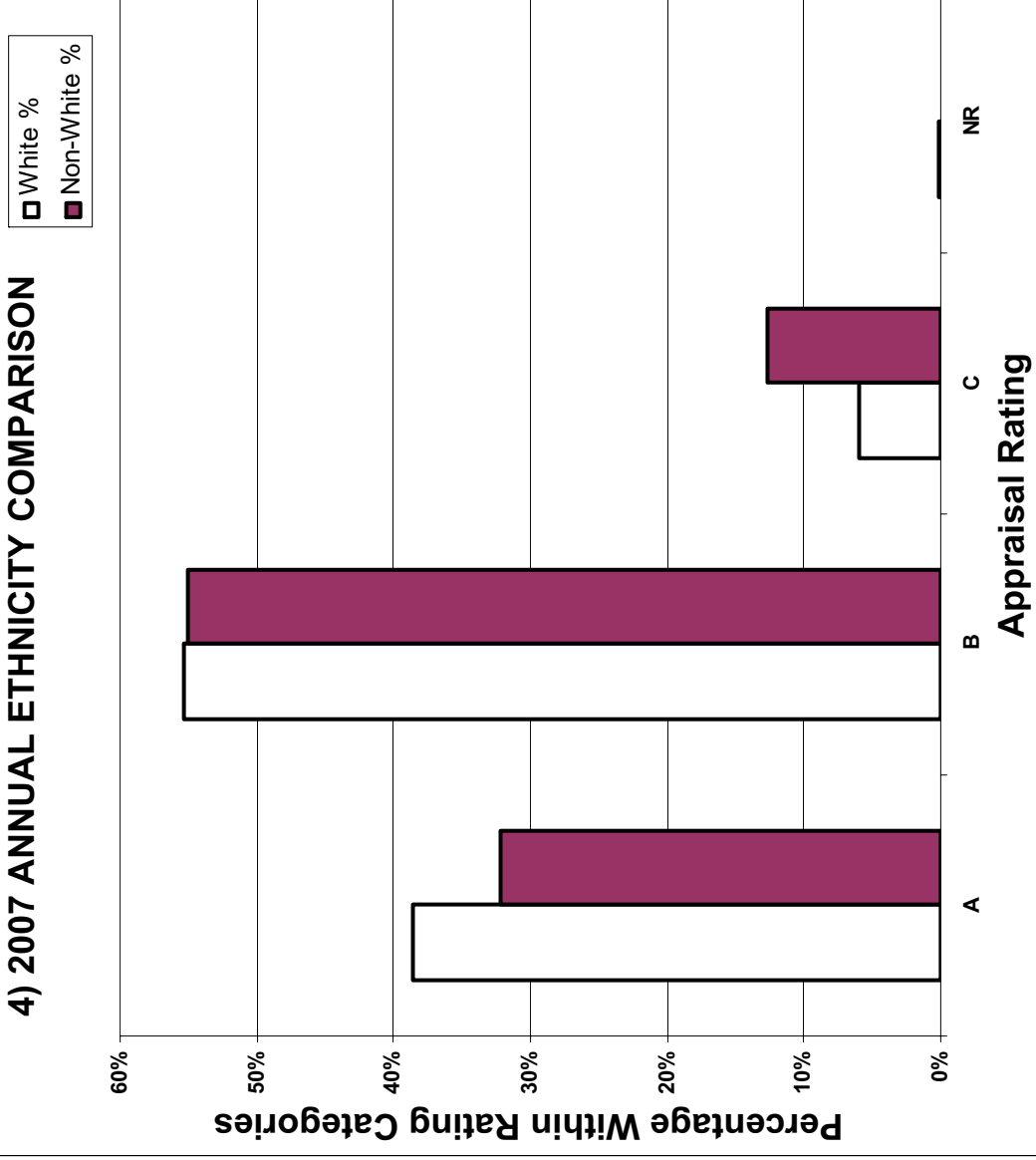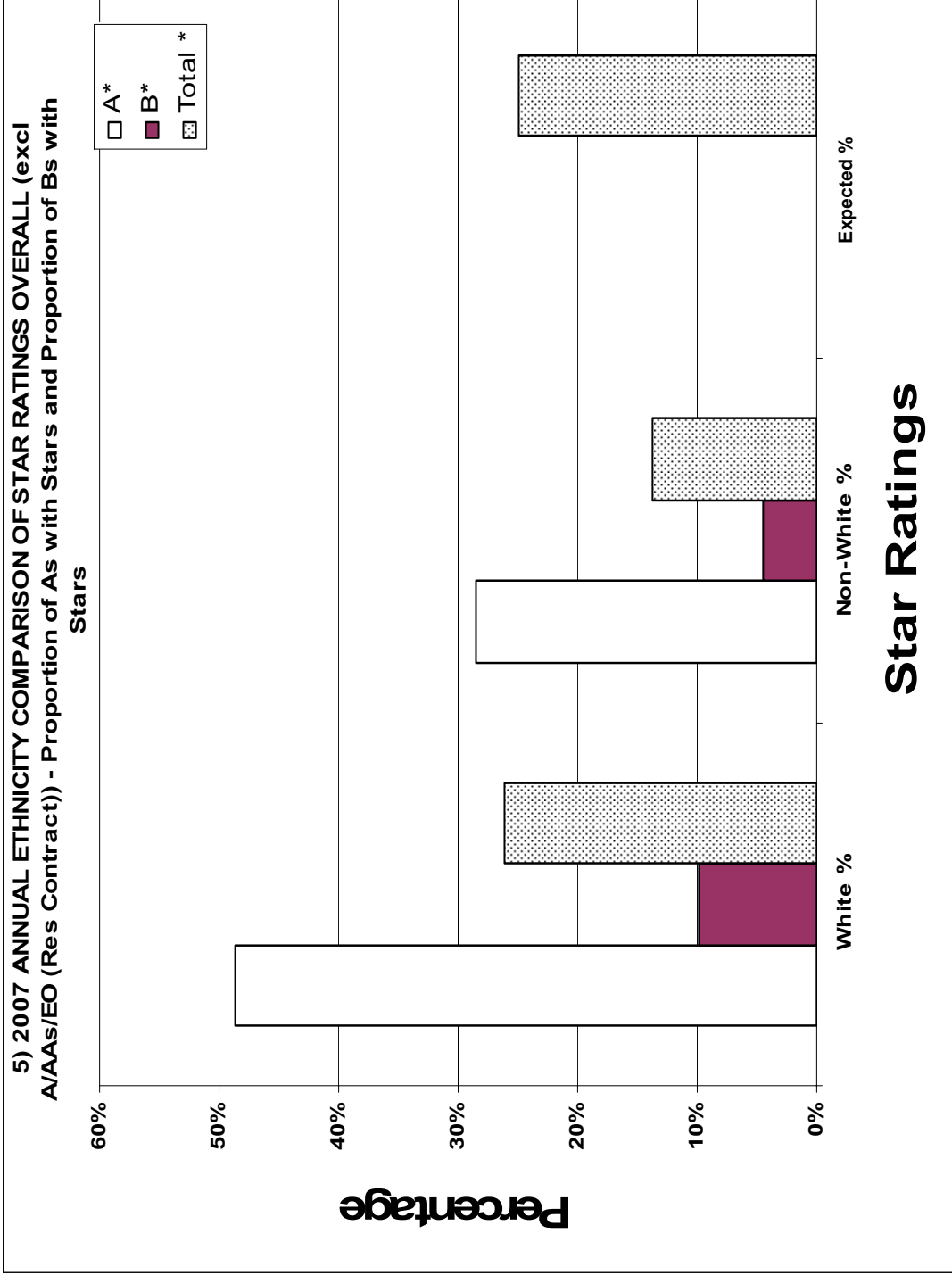
6) Proportion of A rated ethnic minority staff compared with overall proportion

Legend:
- Ethnic Minorities as % of workforce
- Ethnic minorities as % of highest ratings

X-axis (Year): 2001/02, 2002/03, 2003/04, 2004/05, 2005/06, 2006, 2007

Y-axis (Percent): 0, 2, 4, 6, 8, 10, 12, 14, 16, 18, 20
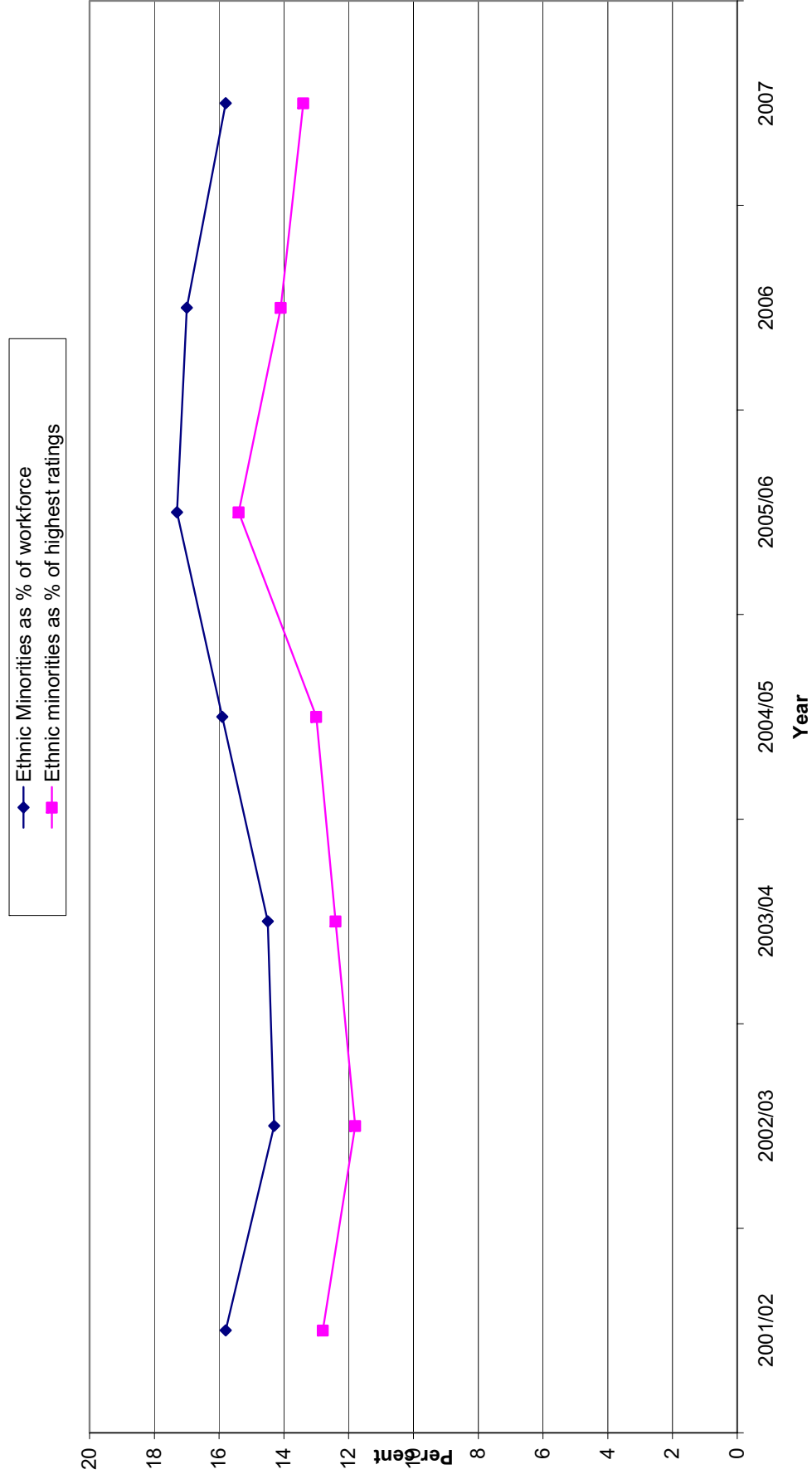
7) Promotion Campaigns 2007-2008

	No. of Campaigns	Total no. of applications	White				Ethnic Minorities				Unknown	
			Applicants	Sifted in	Promotees	% Success	Applicants	Sifted in	Promotees	% Success	Applicants	Sifted
Senior Managers*					1							
Directorate**	4	5	5	26	3	0	0	0	0	0	0	
Managers	3	34	26	19	9	35	8	3	2	25	0	
Qualified***	0	52	42	n/a	42	100	10	n/a	10	0	0	
Trainees***	0	54	45	n/a	45	100	9	n/a	9	100	0	
Corporate Services	2	2	2	2	2	100	0	0	0	0	0	
Totals	**9**	**147**	**120**	**47**	**102**	**78**	**27**	**3**	**21**	**81**	**0**	

Note:* One Personal Promotions to Senior Management
Note** One personal promotion to Director
Note. ***Promotion to Auditor and Audit Principal do not involve campaigns

Annex C: detailed diversity statistics: age

1) Other recruitment 2007-08 numerical analysis by age

	16-19	20-29	30-39	40-49	50-59	Total
Director						0
Manager/G7			2	1		3
Qualified (AP/SA/A)		15	7	3	2	27
Trainees EO res /AT,ATT	2	7	1	0	0	10
Corporate Services	2	23	7	2	2	36
Successful candidates	4 (5%)	45(59%)	17(22%)	6 (8%)	4(5%)	76

N.B. Trainees does not include topps

2) Annual performance rating by age 2007
AGE COMPARISON

Legend:
- □ Age 1 (20-29)
- ▨ Age 2 (30-49)
- ■ Age 3 (50+)

Y-axis: Percentage of Staff in Rating Category (0% to 70%)

X-axis: Appraisal Rating (A, B, C, NR)

3) AGE COMPARISON OF STAR RATINGS OVERALL 2007 (excl A/AAs/EO (Res Contract)) - Proportion of As with Stars and Proportion of Bs with Stars

Percentage

Legend: □ A*   ■ B*   ▨ Total *

Y-axis: 80%, 70%, 60%, 50%, 40%, 30%, 20%, 10%, 0%

X-axis categories: Age 1 (20-29), Age 2 (30-49), Age 3 (50+), Expected %
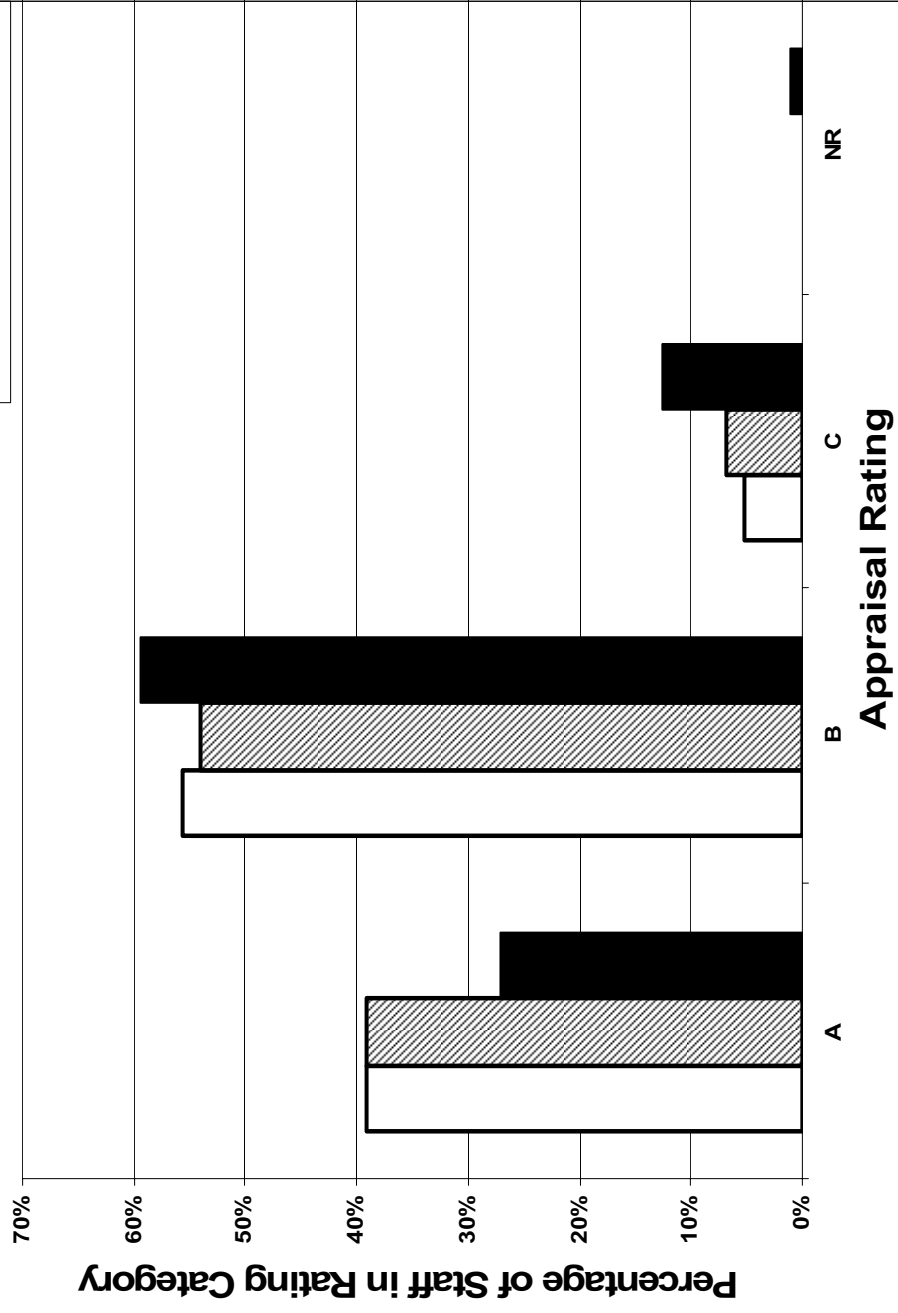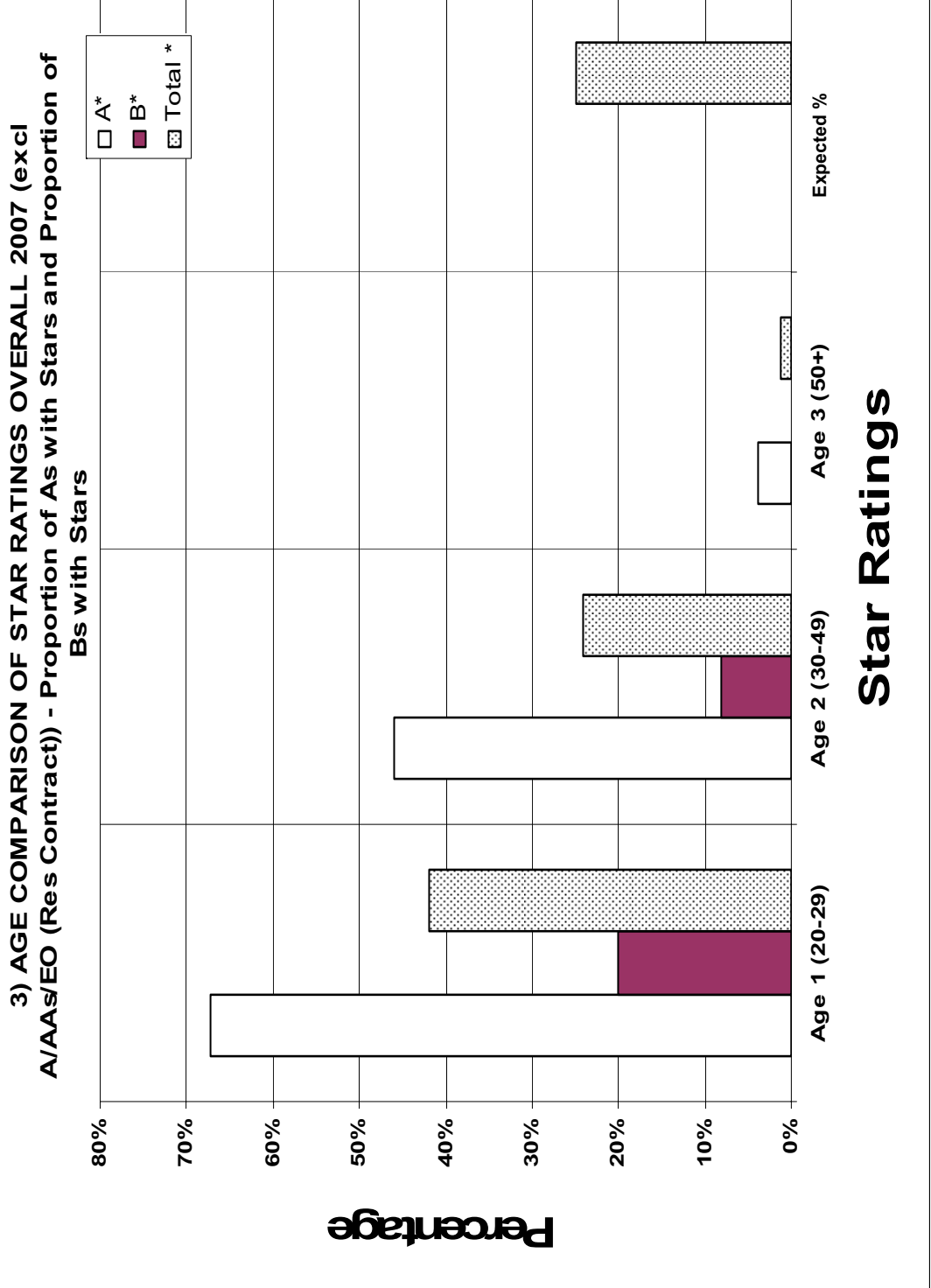
Star Ratings

4) Promotion Figures 2007-2008

	No. of Campaigns	Total no. of applications	20-29				30-39			
			Applicants	Sifted in	Promotees	% Success	Applicants	Sifted in	Promotees	% Success
Senior Managers*	0	0	0	0	0	0	0	0	1	0
Directorate**	3	5	0	0	0	0	2	2	2	100
Managers	3	34	9	8	7	78	14	8	3	21
Qualified***	0	52	41	n/a	41	100	11	n/a	11	100
Trainees***	0	54	43	n/a	43	100	11	n/a	11	100
Corporate Services	2	2	2	2	2	100	0	0	0	0
Totals	**8**	**147**	**95**	**10**	**93**	**87**	**38**	**10**	**28**	**76**

	40-49				50-59			
	Applicants	Sifted in	Promotees	% Success	Applicants	Sifted in	Promotees	% Success
Senior Managers*	2	2	0	0	0	0	0	0
Directorate**	6	3	1	50	0	0	0	0
Managers	0	n/a	0	0	4	3	1	25
Qualified***	0	0	0	0	0	0	0	0
Analyst	0	n/a	0	0	0	n/a	0	0
Trainees***	0	n/a	0	0	0	n/a	0	0
Corporate Services	0	0	0	100	0	0	0	0
Totals	**8**	**5**	**1**	**12.5**	**4**	**3**	**1**	**25**

60-69

	Applicants	Sifted in	Promotees	% Success
Senior Managers*	0	0	0	0
Directorate**	0	0	0	0
Managers	1	0	0	0
Qualified***	0	n/a	0	0
Analyst	0	0	0	0
Trainees***	0	n/a	0	0
Corporate Services	0	0	0	0
1	**0**	**0**	**0**	

Note:* One Personal Promotions to Senior Management
Note** One personal promotion to Director
Note. ***Promotion to Auditor and Audit Principal do not involve campaigns