



Diversity and Inclusion Monitoring 2013



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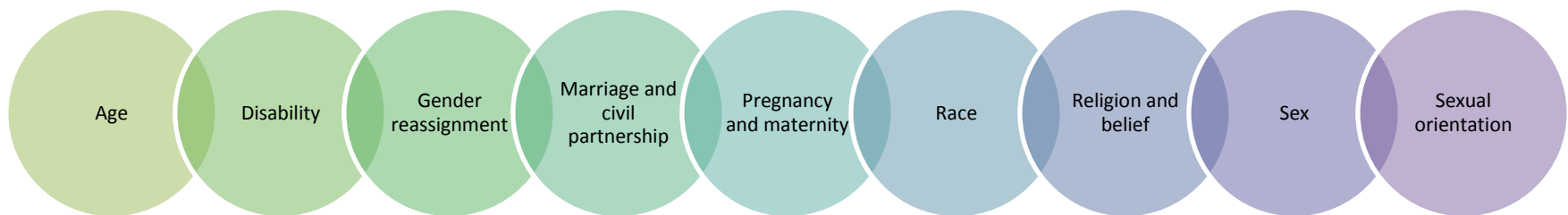
WE CAN'T
CHANGE
WITHOUT YOU

Context and Scope

Diversity and Inclusion monitoring information lets us identify how people experience their employment journey with SLC based on their protected characteristics. In 2012 a project was taken forward to increase the number of categories of information gathered through the Oracle system to allow for analysis against all characteristics covered by the Equality Act 2010. The data relates only to employees who are directly employed by SLC. It excludes those who work with us but are engaged as interims or agency workers. We recently repeated our monitoring campaign and saw an increase in uptake by around 8% for all of the protected characteristics which we added in February of 2012.

As we have legacy data for age and sex as protected characteristics at multiple points within the employment lifecycle we can look back as far as 2007. This longitudinal approach allows us to identify trends. Furthermore we are developing our ability view intersectional reports for protected characteristics specifically the combination of age and sex.

This report is the starting point for further investigation and a more sophisticated intelligence led approach to management, engagement and development based on the protected characteristics.



Executive summary

1. There are still major gaps in our understanding of learning/ development and managing talent

While much work has been done to consolidate our ability to monitor against the protected characteristics and react we still need to develop capacity to monitor more effectively in the following areas:

- a. Reasonable adjustments
- b. External recruitment
- c. Training

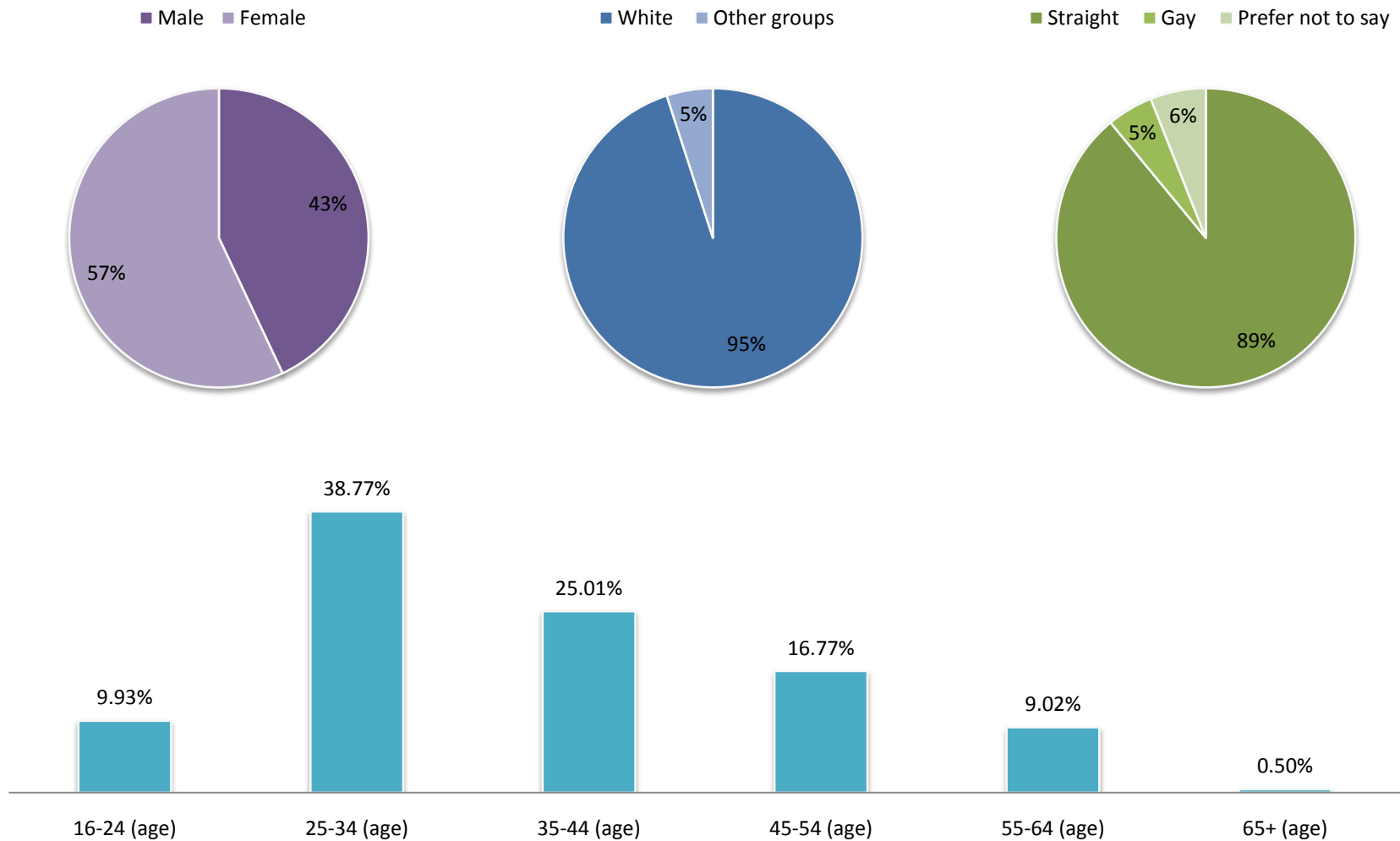
2. Levels of female representation at senior grades is improving slowly over time.

We continue to notice a small but steady year on year increase of the proportion of females at senior levels of the business and in IT and technical grades. Things are moving in the right direction but more will need to be done to increase the pace of change to deliver on our strategic Diversity and Inclusion objectives for 2013-16.

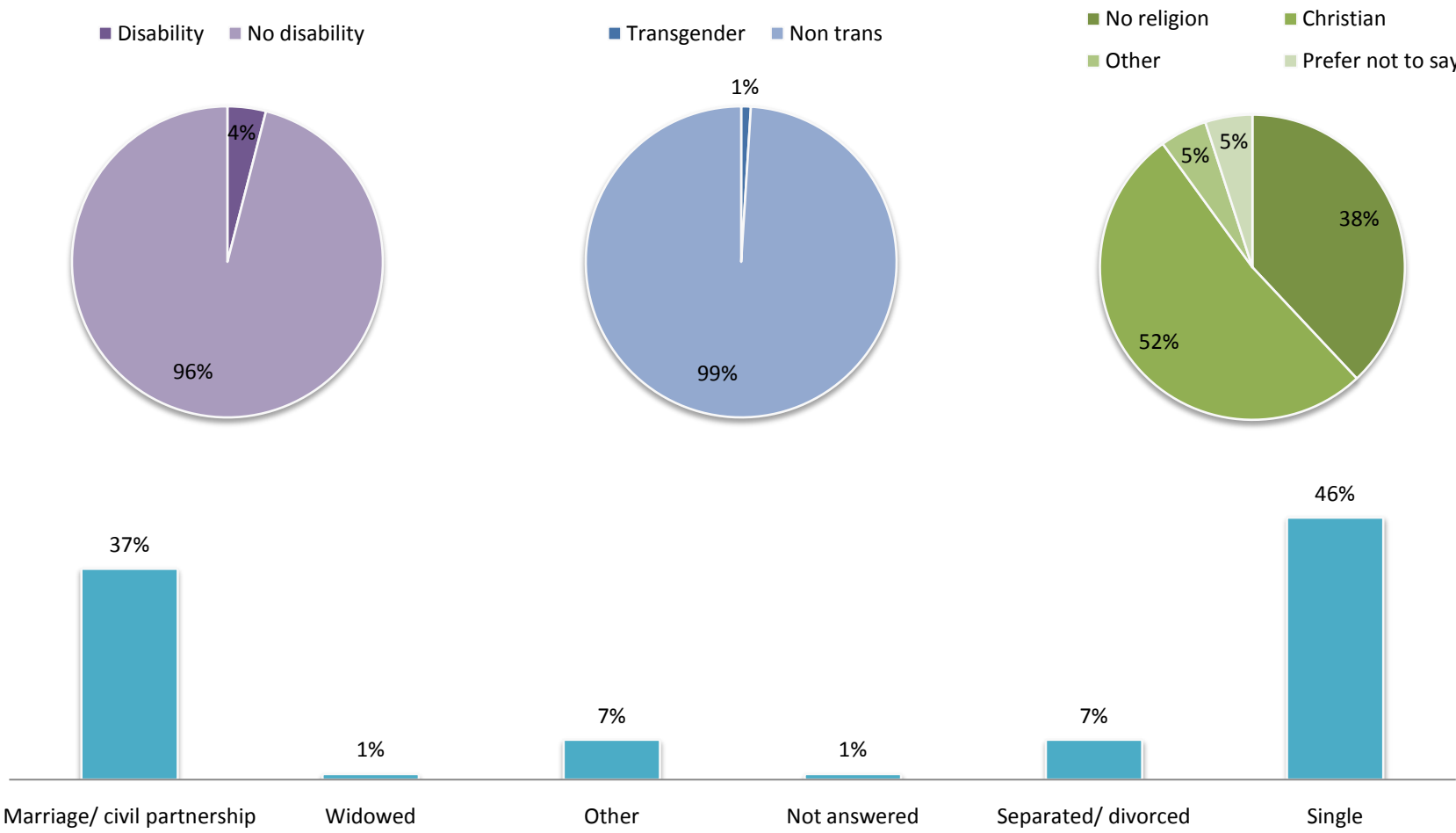
3. Analysis continues to show that neutral policies do not have neutral outcomes.

At critical points in the employment lifecycle there continues to be disparity in the outcomes from neutral policies on the basis of protected characteristics. Over the coming year work will be undertaken to develop cultural training on unconscious bias and to carry out a qualitative analysis of files to identify underlying issues.

Representation at a glance



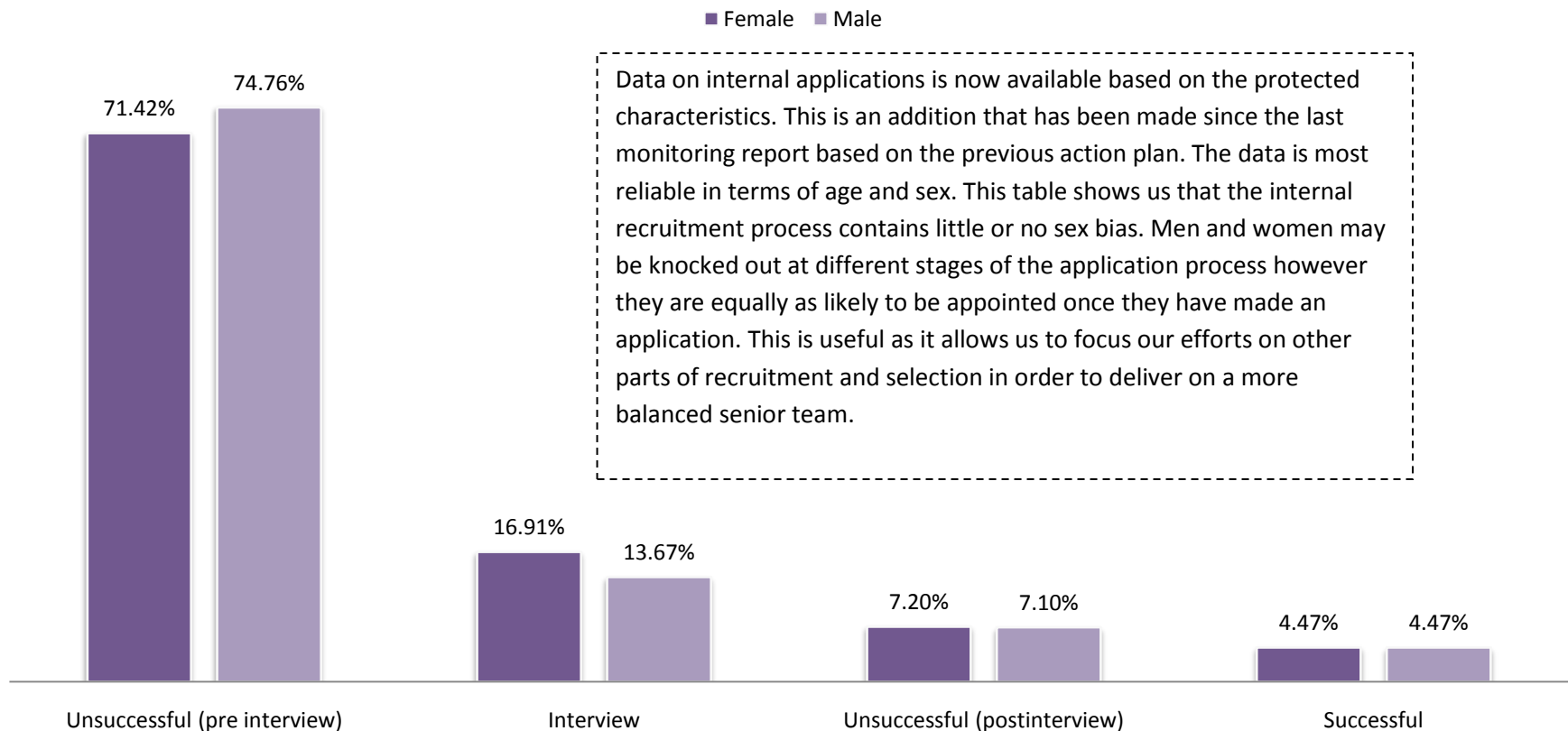
These figures are based on those who took part in the monitoring exercise. Details of level of uptake can be found in the appendix.



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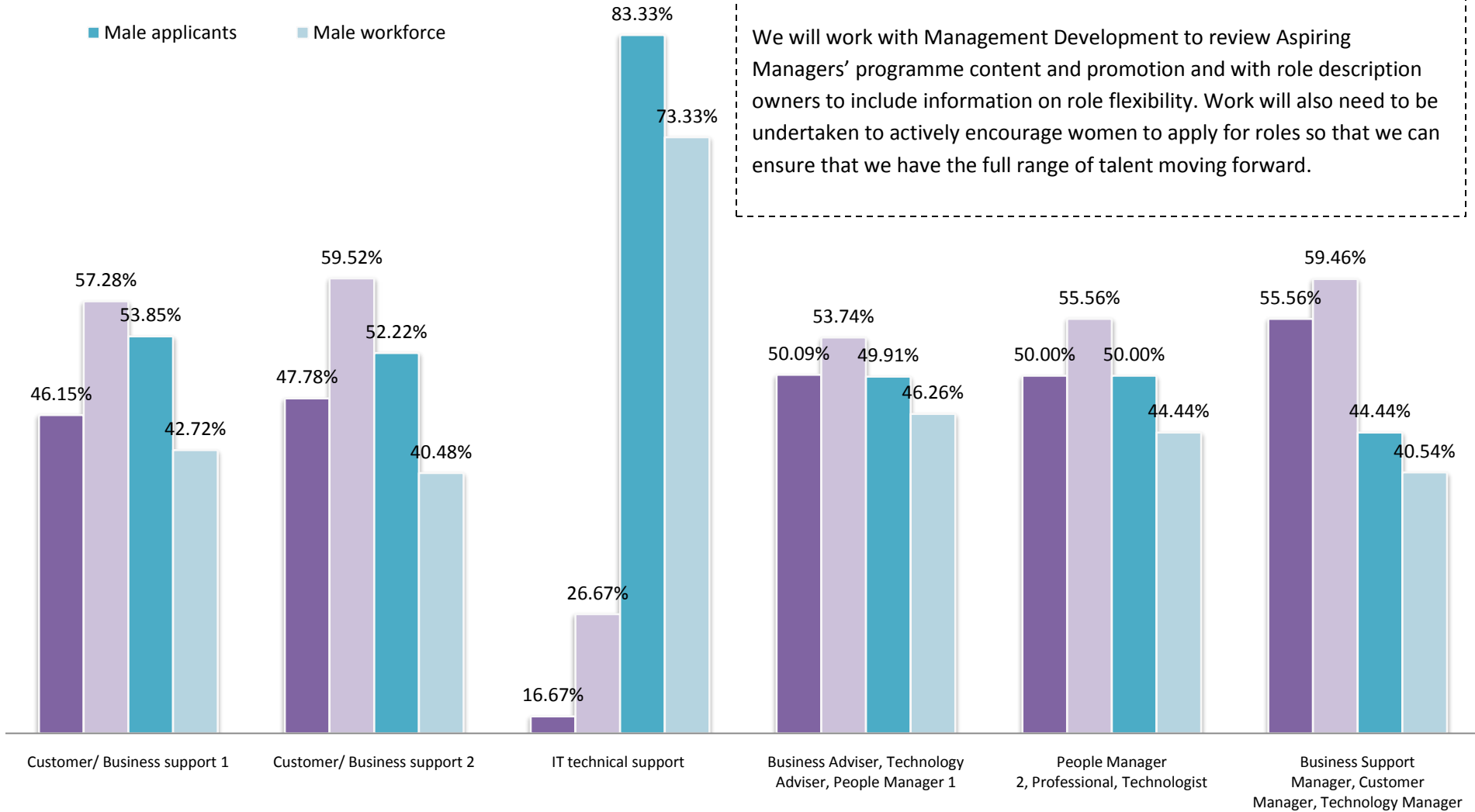
Recruitment and selection

Which recruitment stage do internal applicants reach?



Internal applicants by grade and sex

■ Female applicants ■ Female workforce
■ Male applicants ■ Male workforce

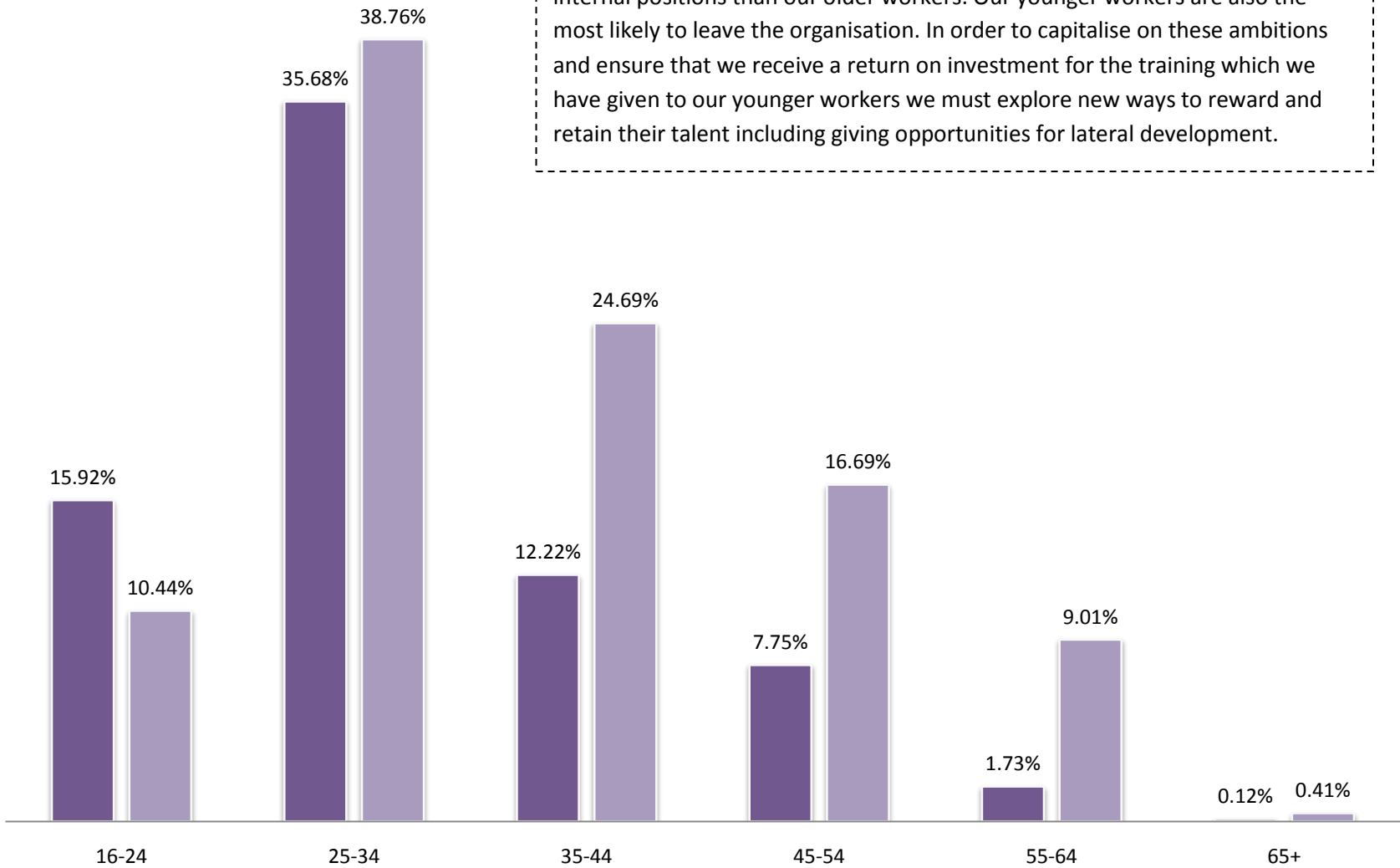


Given that men and women are equally likely to be appointed through internal interview processes it is then important to look at who applies. It is at this point that we can see where part of the imbalance of sex at the top of the organisation comes from. For every grade men are proportionately more likely to put themselves forward for positions than women in comparison with workforce sex levels.

We will work with Management Development to review Aspiring Managers' programme content and promotion and with role description owners to include information on role flexibility. Work will also need to be undertaken to actively encourage women to apply for roles so that we can ensure that we have the full range of talent moving forward.

Internal applicants by age

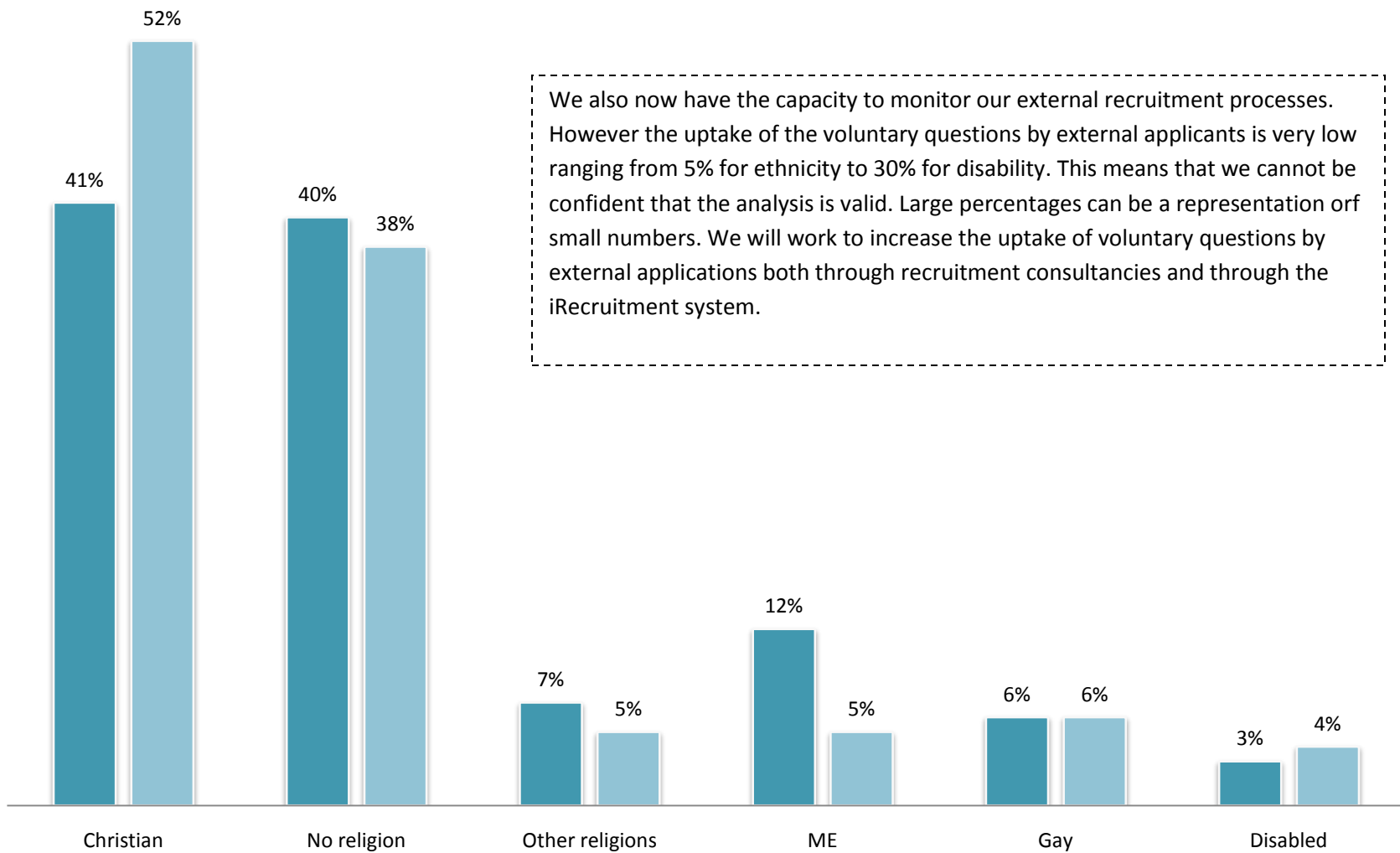
■ Applicants ■ Workforce levels (Snapshot)



We can see that our younger workers are more likely to make applications for internal positions than our older workers. Our younger workers are also the most likely to leave the organisation. In order to capitalise on these ambitions and ensure that we receive a return on investment for the training which we have given to our younger workers we must explore new ways to reward and retain their talent including giving opportunities for lateral development.

External applicants

■ Applicants ■ Workforce levels (Snapshot)



We also now have the capacity to monitor our external recruitment processes. However the uptake of the voluntary questions by external applicants is very low ranging from 5% for ethnicity to 30% for disability. This means that we cannot be confident that the analysis is valid. Large percentages can be a representation of small numbers. We will work to increase the uptake of voluntary questions by external applications both through recruitment consultancies and through the iRecruitment system.

Performance

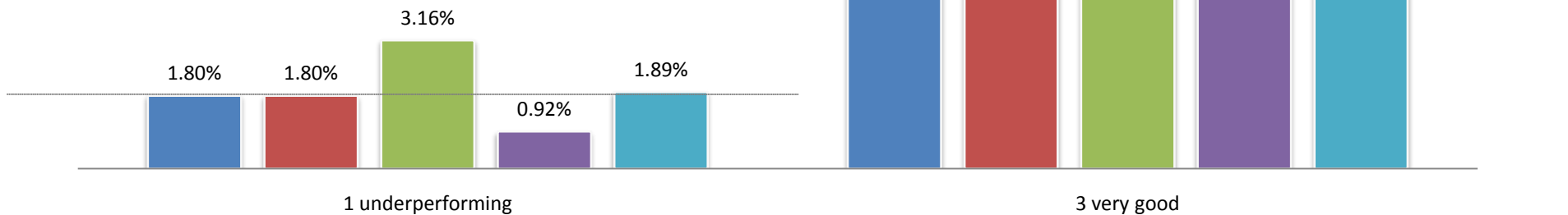
Performance ratings

■ Full time ■ Part time ■ Male performance ratings ■ Female performance ratings ■ Global performance ratings at SLC

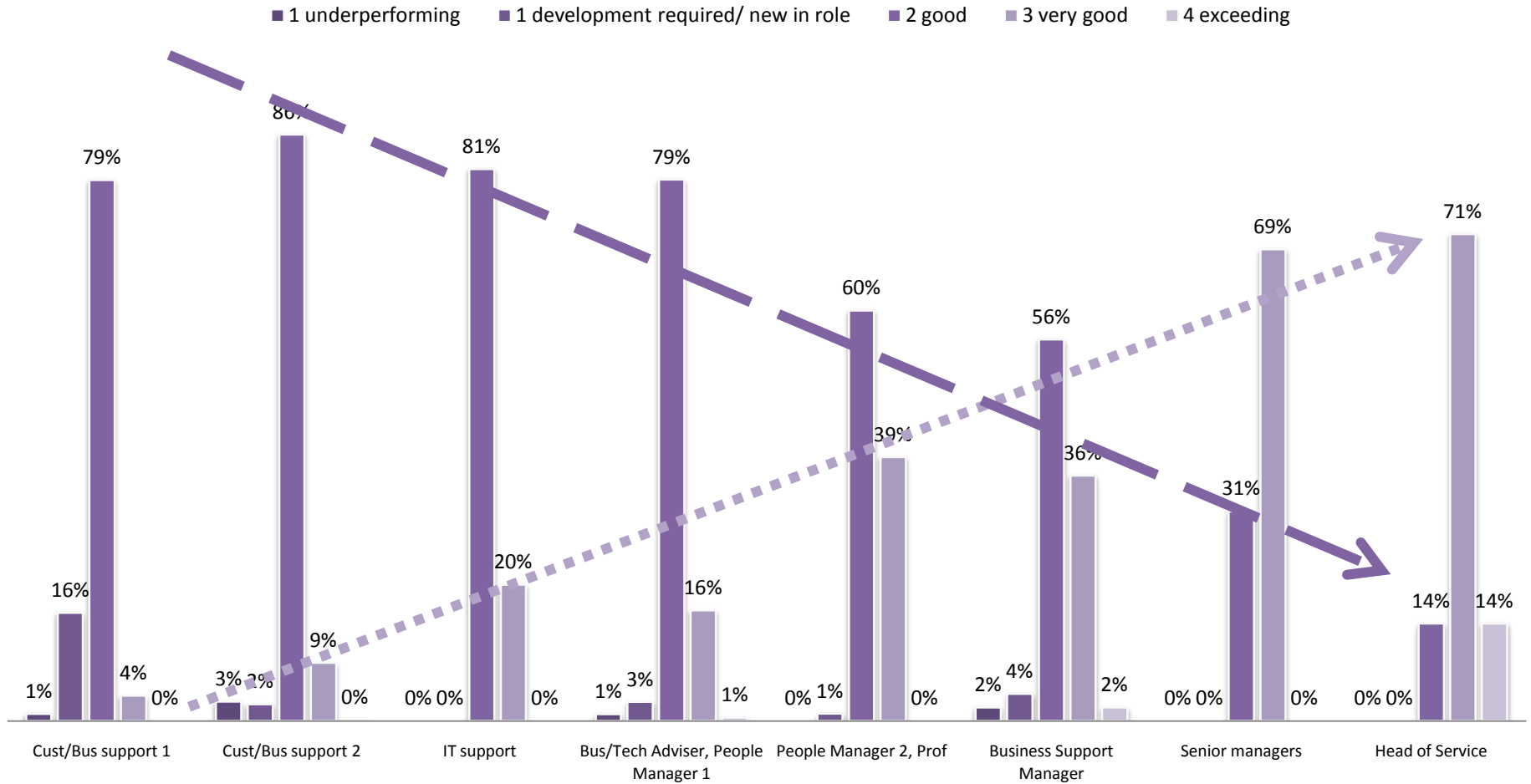
We have selected just the lower and higher end of performance ratings to show on this graph. Those falling in the middle are not represented. There is a significant difference in the number of full and part time permanent employees achieving a rating of 3 – very good. At SLC 86% of our part time permanent employees are female. Potential reasons for this lower number in part time workers achieving higher performance ratings include:

1. Real or perceived differing priorities between work and home life
2. Failure to secure development and performance opportunities for part time workers
3. Concentration of part time workers in lower grades where higher performance ratings are given less frequently

There is small variance between men and women in the 1 underperforming section. This rating has been given to 20 men and 8 women. It will be worth monitoring this over the coming cycles to see if the trend continues.



Performance ratings (by grade)



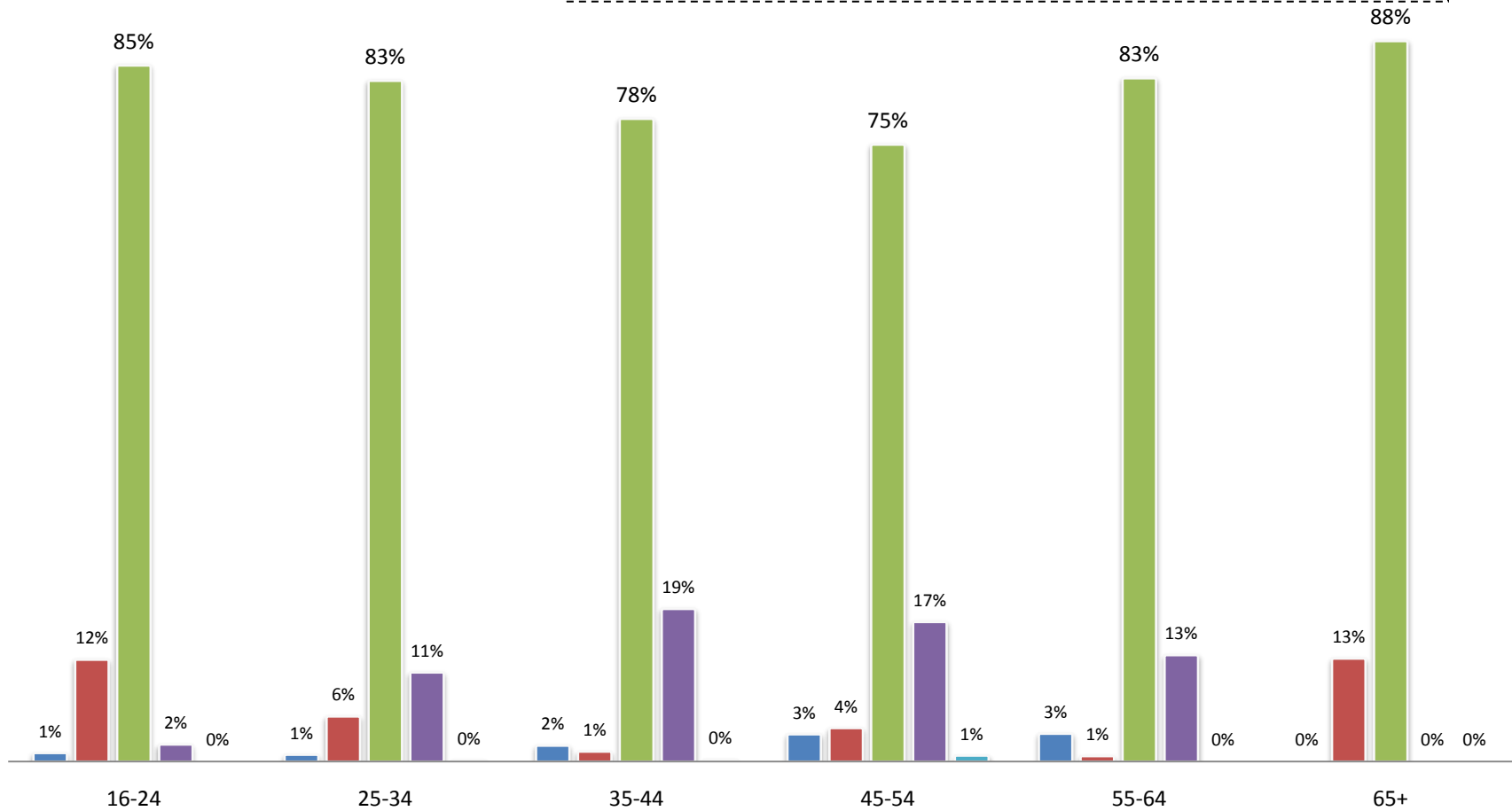
There is a relationship between grade and the likelihood of receiving a top performance rating.

We will give more explicit guidance for managers on what 'excelling' could look like for workers in our entry grades.

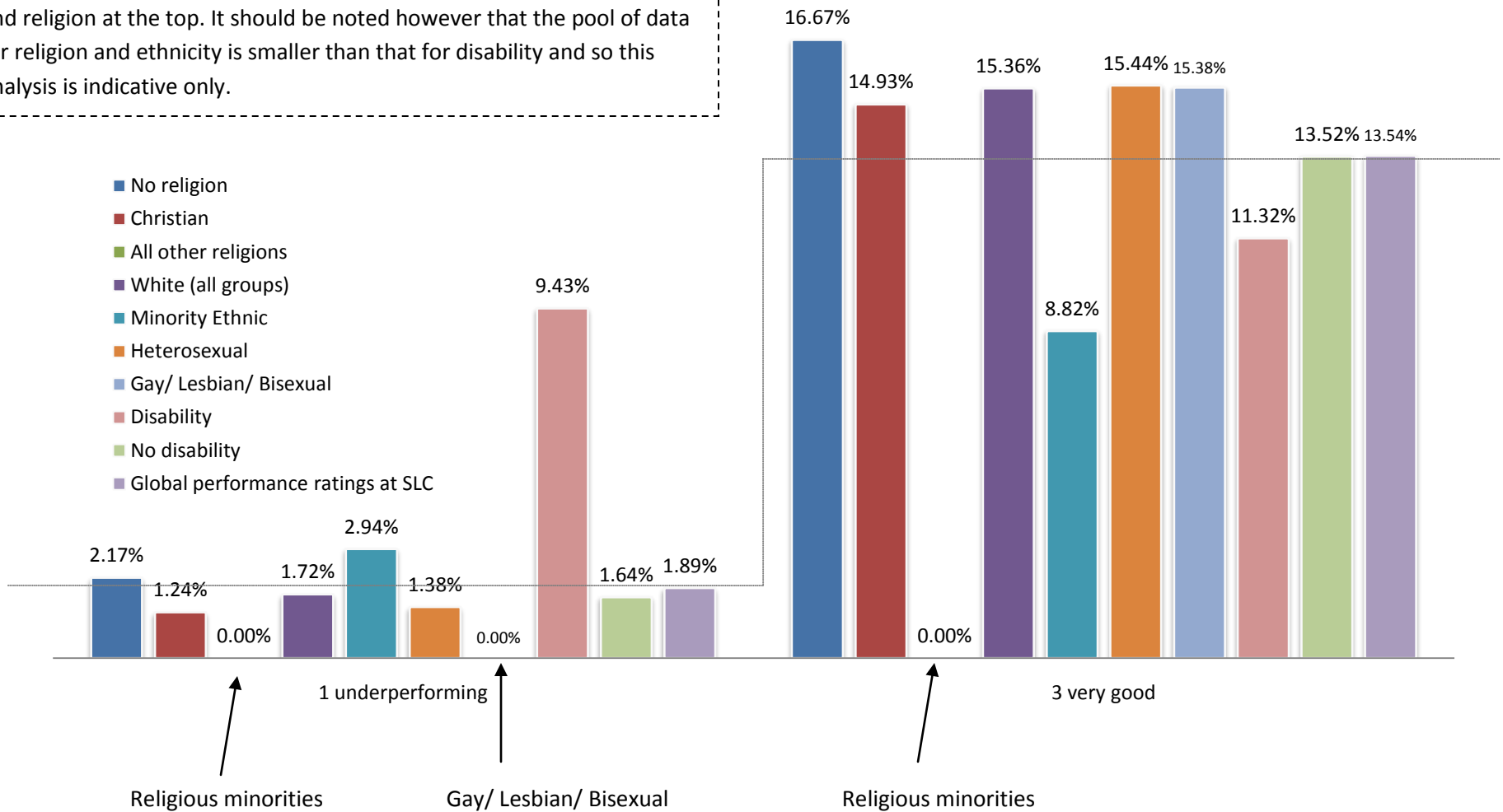
Performance ratings (age bands)

■ 1 underperforming ■ 1 development required/ new in role ■ 2 good ■ 3 very good ■ 4 exceeding

Employees between the ages of 45 and 64 are more likely than workers of other ages to receive a grade 1 – under performing.

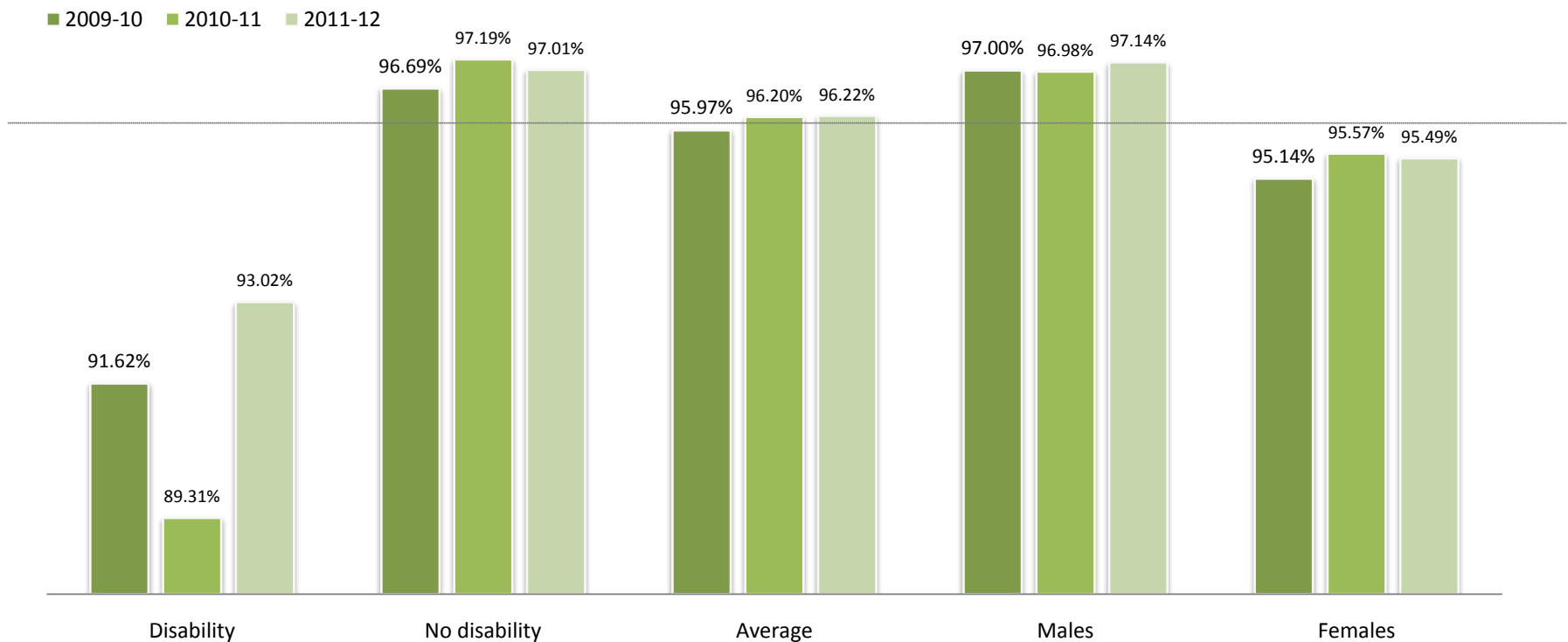


We have selected just the lower and higher end of performance ratings to show on this graph. Those falling in the middle are not represented. There continues to be some disparity at the top and bottom of the performance rating scales based on protected characteristics this is most pronounced for disability in terms of underperformance and for ethnicity and religion at the top. It should be noted however that the pool of data for religion and ethnicity is smaller than that for disability and so this analysis is indicative only.

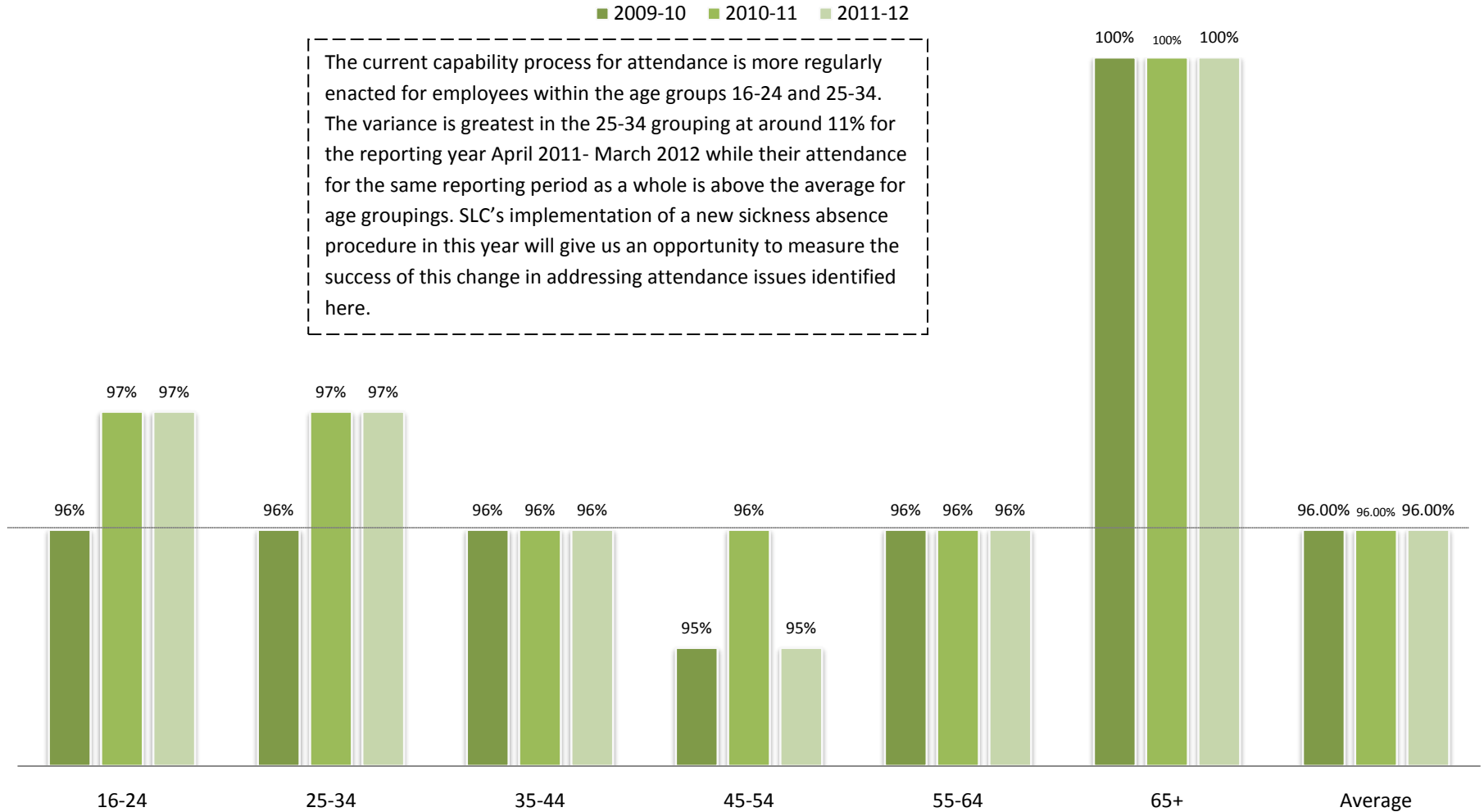


Attendance

We can see that year on year attendance rates differ based on sex and disability. Anecdotal evidence suggests that sickness absence is used as a mask by women who are more likely to have care giving responsibilities and take time off to manage this. However we want to have an accurate picture of absence and so it is important to advertise the full range of other leave options available to ensure appropriate management. Disability absence levels allow us to consider making reasonable adjustments to capability trigger points on a case by case basis. The introduction of our new Sickness Absence policy should enable us to increase the attendance of disabled colleagues through the provision of targeted support and early identification of issues.



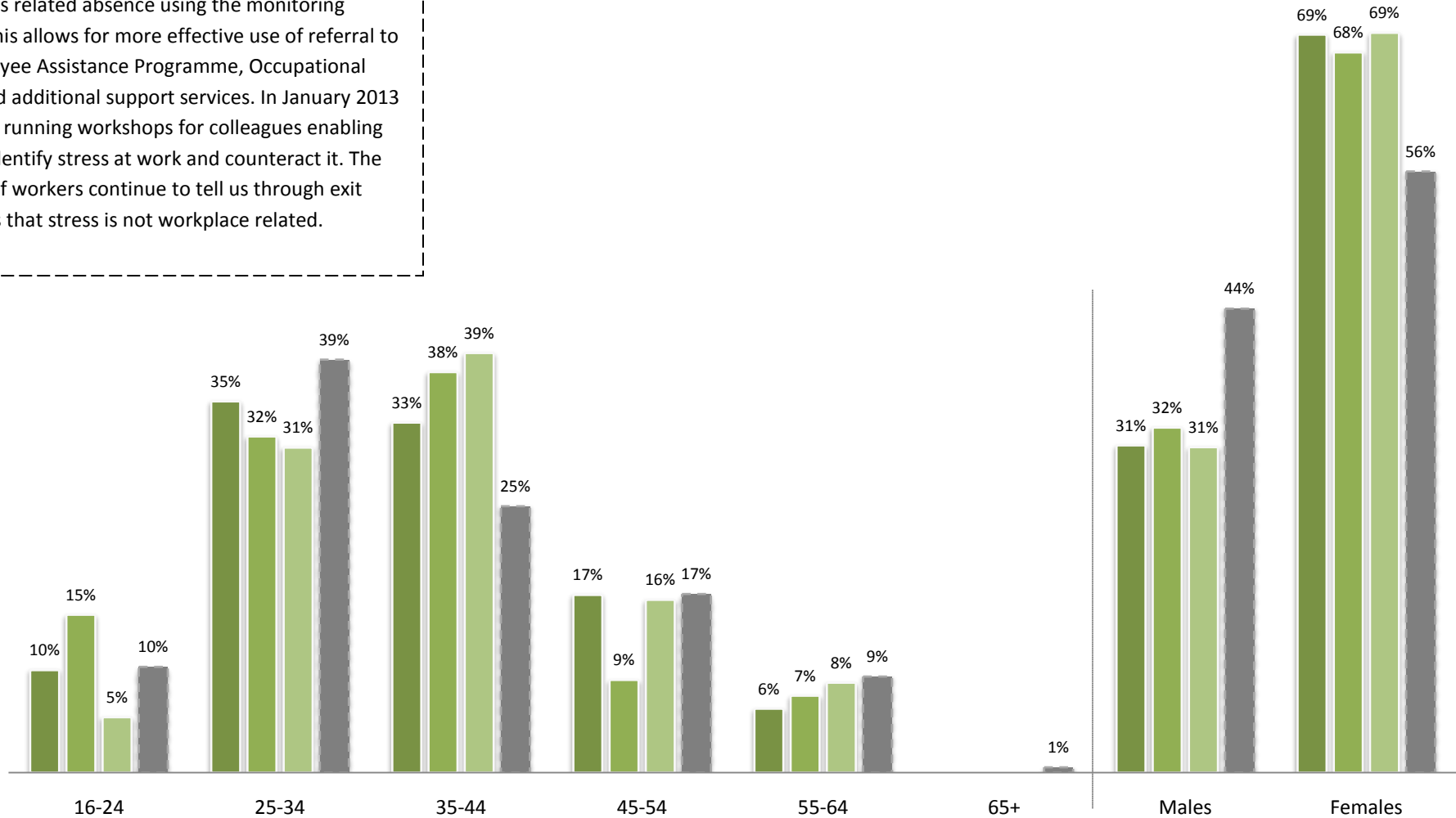
Attendance rates by age group year on year



Stress related absence by age group and sex year on year

We now have the ability to identify who is most at risk from stress related absence using the monitoring system. This allows for more effective use of referral to the Employee Assistance Programme, Occupational Health and additional support services. In January 2013 we will be running workshops for colleagues enabling them to identify stress at work and counteract it. The majority of workers continue to tell us through exit interviews that stress is not workplace related.

■ 2009-10 ■ 2010-11 ■ 2011-12 ■ Workforce (snapshot)

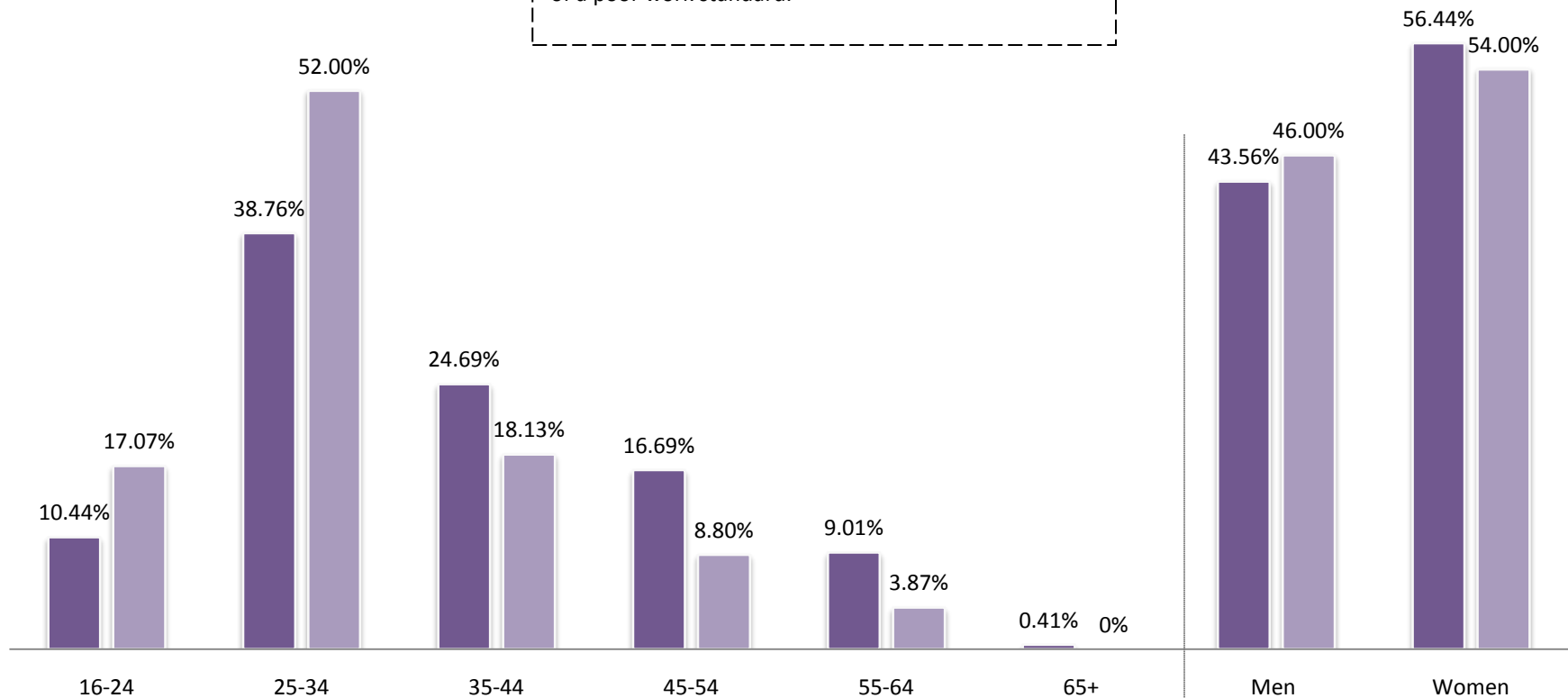


Capability

Capability procedures

- Workforce levels (Snapshot)
- Capability Procedures

The SLC capability procedure is used with employees whose performance has fallen below the standards expected either because of poor attendance or because of a poor work standard.

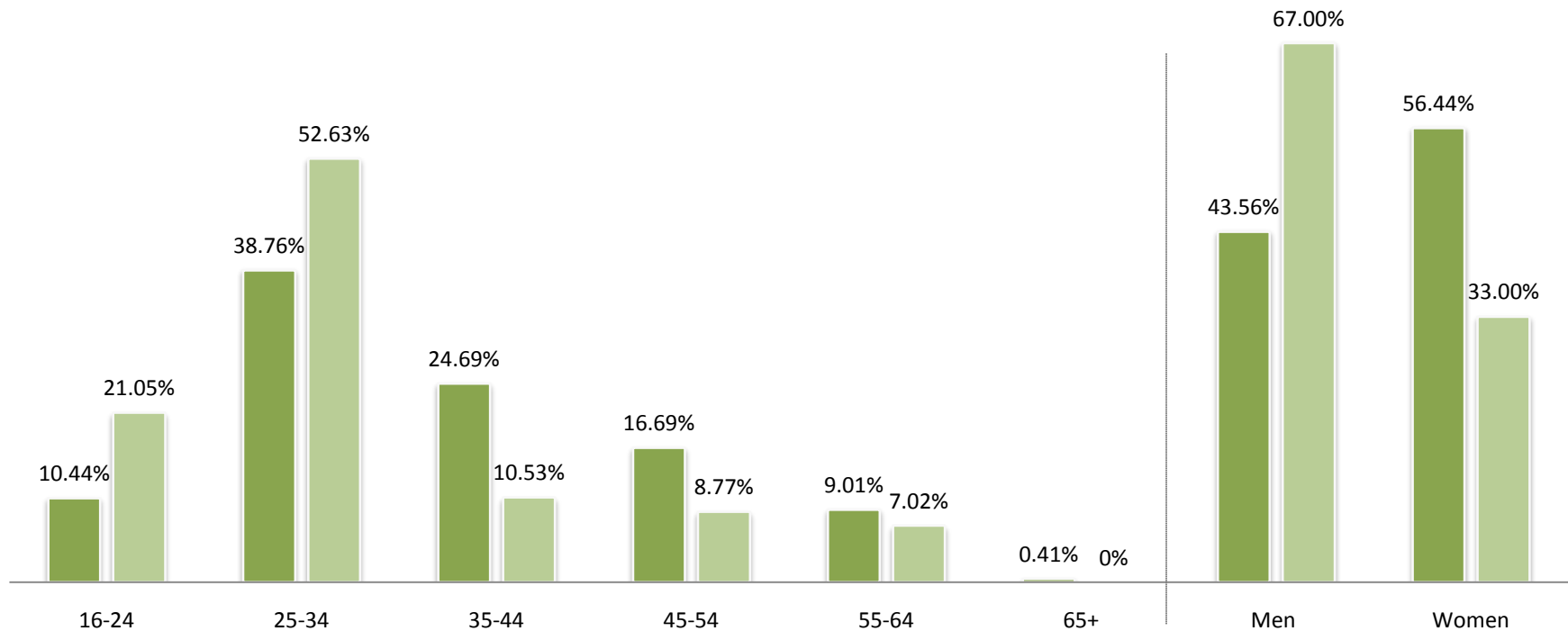


Given the low overall number of capability procedures we have looked at the data over a longer period of time to allow for trends to be identified. There is currently not enough data to report against the protected characteristics which were added to the system early in 2012 (disability, sexual orientation, ethnicity, transgender identity and religion/ belief. These details are from April 2008 until December 2012. There were a total of 550 capability processes carried out during this period. 538 of these were for attendance and 12 were for performance. Evidence suggests that current procedures for attendance related capability are more likely to affect the 25-34 age grouping. Further in-depth analysis would be required to identify if the effect of a few members of the age group 25-34 who have very poor attendance have resulted in a distortion of the capability data. There is, however, insufficient resource to investigate this matter more fully at the present time. One central aim of the revised policy is to bring consistency to the management attendance at work. Critical to this will be the management of trigger points. Future reporting will disaggregate attendance and performance capability processes.

Disciplinary

Disciplinary procedures

- Workforce levels (Snapshot)
- Disciplinary Procedures

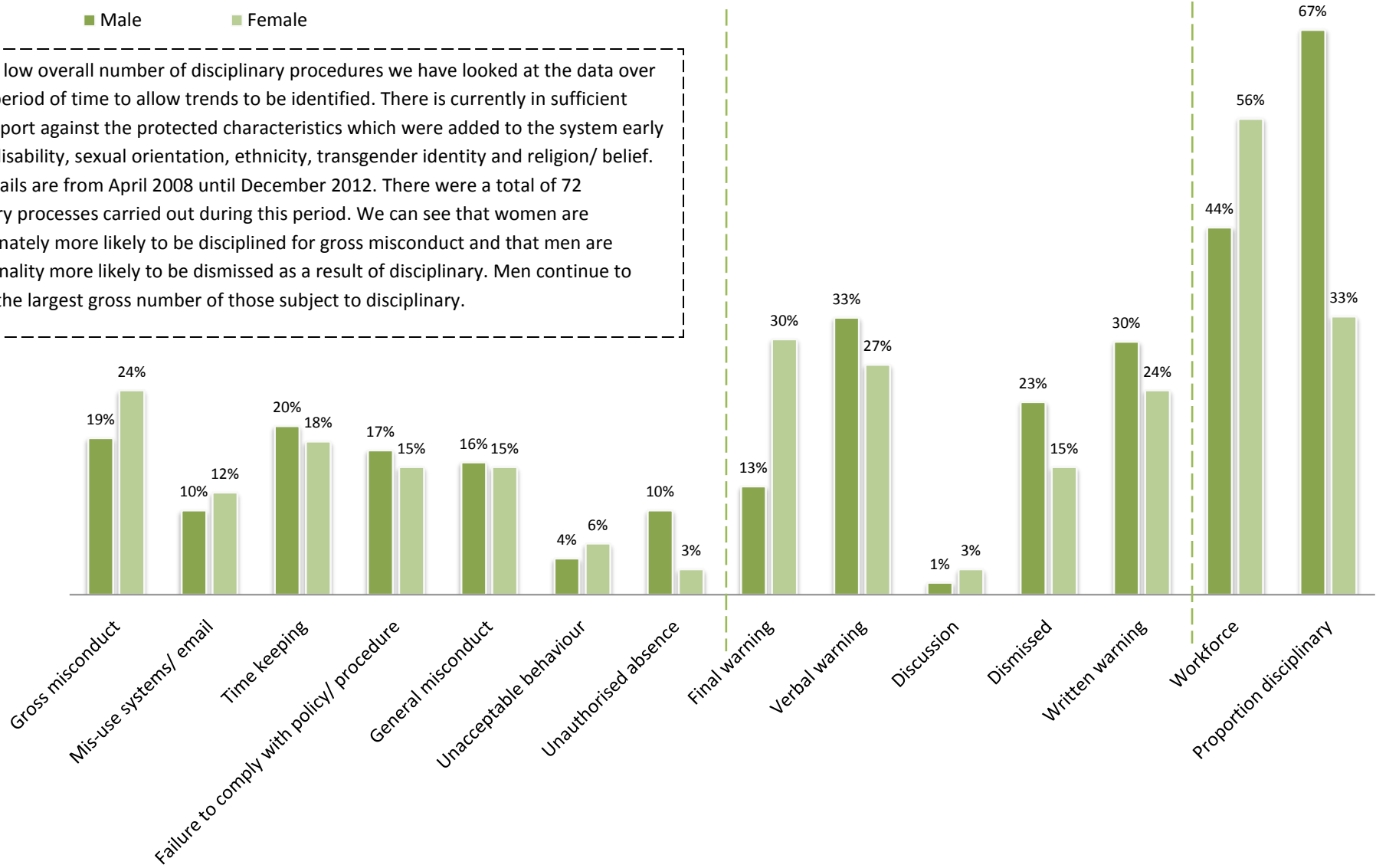


Given the low overall number of disciplinary procedures we have looked at the data over a longer period of time to allow for trends to be identified. There is currently not enough data to report against the protected characteristics which were added to the system early in 2012 (disability, sexual orientation, ethnicity, transgender identity and religion/ belief. These details are from April 2008 until December 2012. There were a total of 72 disciplinary processes carried out during this period. We can see that men are significantly more likely to be disciplined than women and that the younger age bands are also the most likely to be disciplined.

Disciplinary reasons and outcomes: Sex

■ Male ■ Female

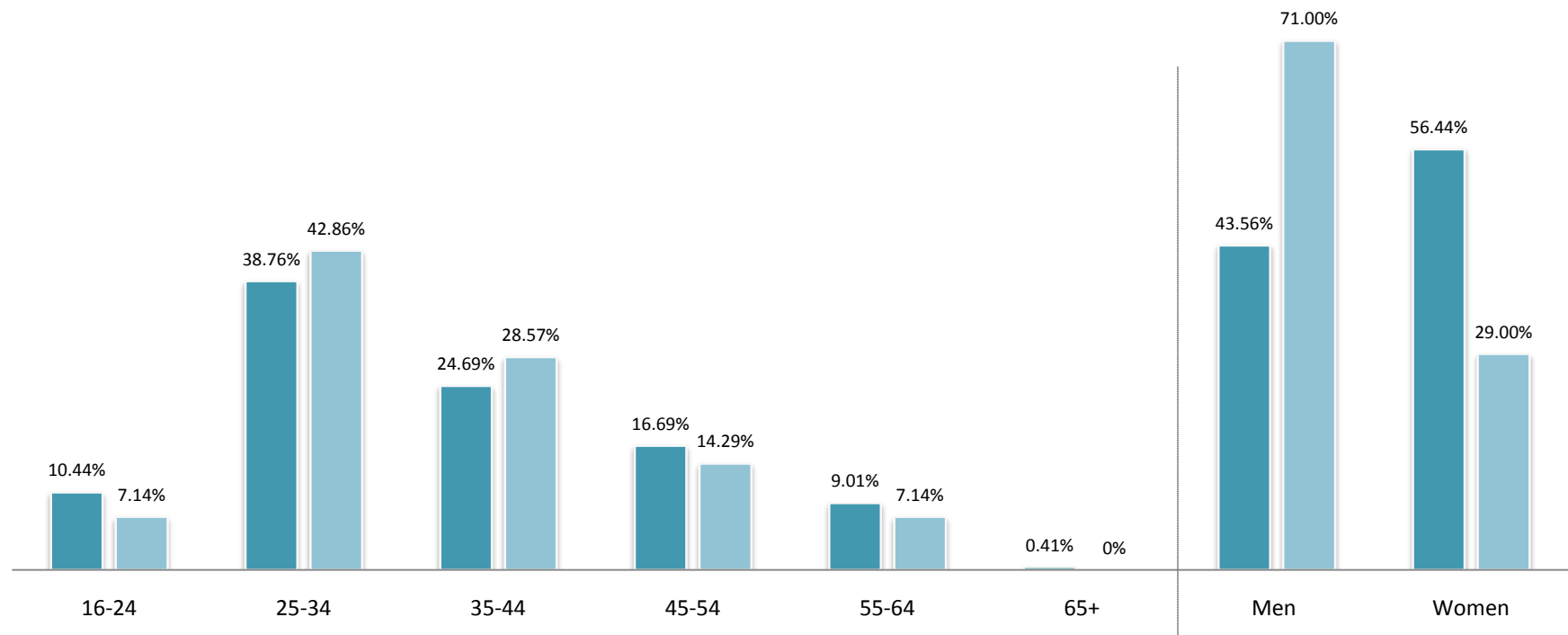
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Grievance

Grievance procedures

- Workforce levels (Snapshot)
- Grievance Procedures



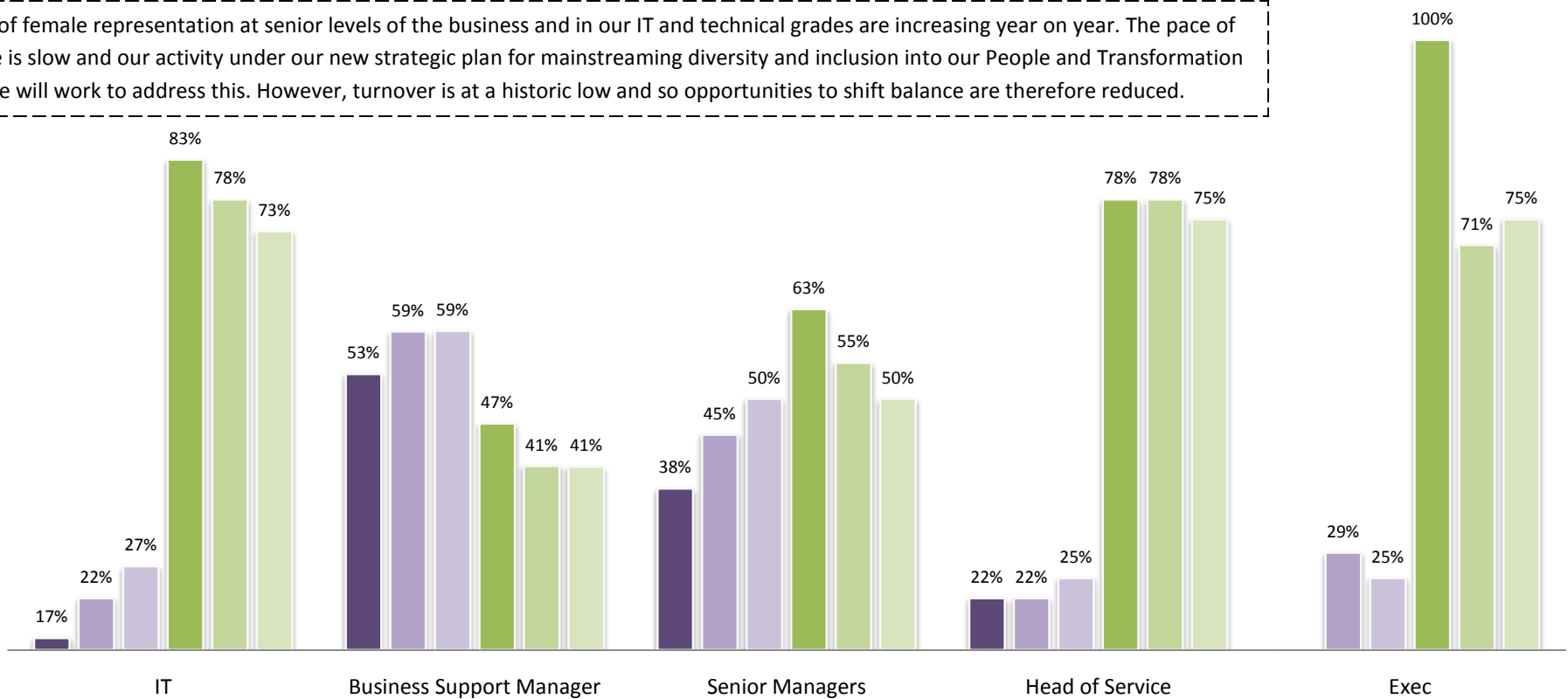
Given the low overall number of grievance procedures we have looked at the data over a longer period of time to allow for trends to be identified. There is currently not enough data to report against the protected characteristics which were added to the system early in 2012 (Disability, Sexual orientation, ethnicity, transgender identity and religion/ belief. These details are from April 2008 until December 2012. There were a total of 14 grievance processes carried out during this period. Given the low number these statistics should be seen as indicative only. Women and younger workers are least likely to raise grievance procedures. Work needs to be undertaken to ensure that there is an awareness of the grievance policy at all levels of the business and that people feel empowered to use it.

Change and progression

Changing sex of grade structure over time (priority grades)

■ Female 2010 ■ Female 2011 ■ Female 2012 ■ Male 2010 ■ Male 2011 ■ Male 2012

Levels of female representation at senior levels of the business and in our IT and technical grades are increasing year on year. The pace of change is slow and our activity under our new strategic plan for mainstreaming diversity and inclusion into our People and Transformation practice will work to address this. However, turnover is at a historic low and so opportunities to shift balance are therefore reduced.

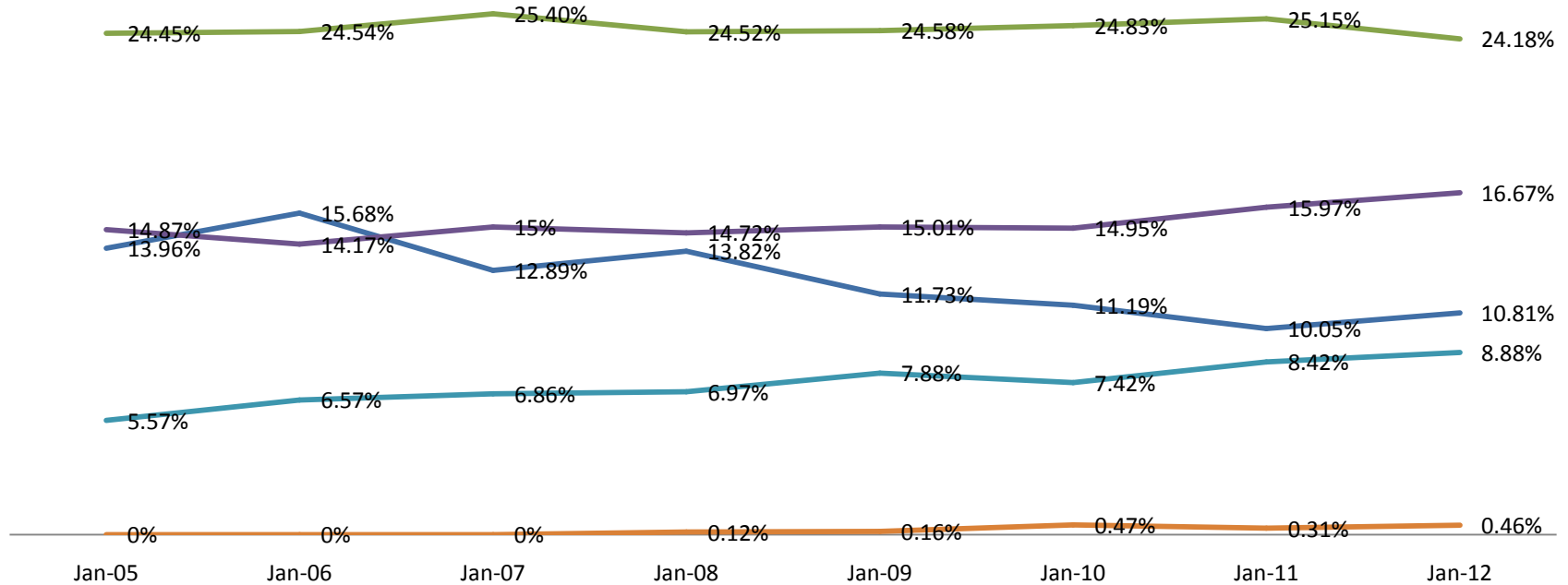


Age of the workforce over time (% at age group)

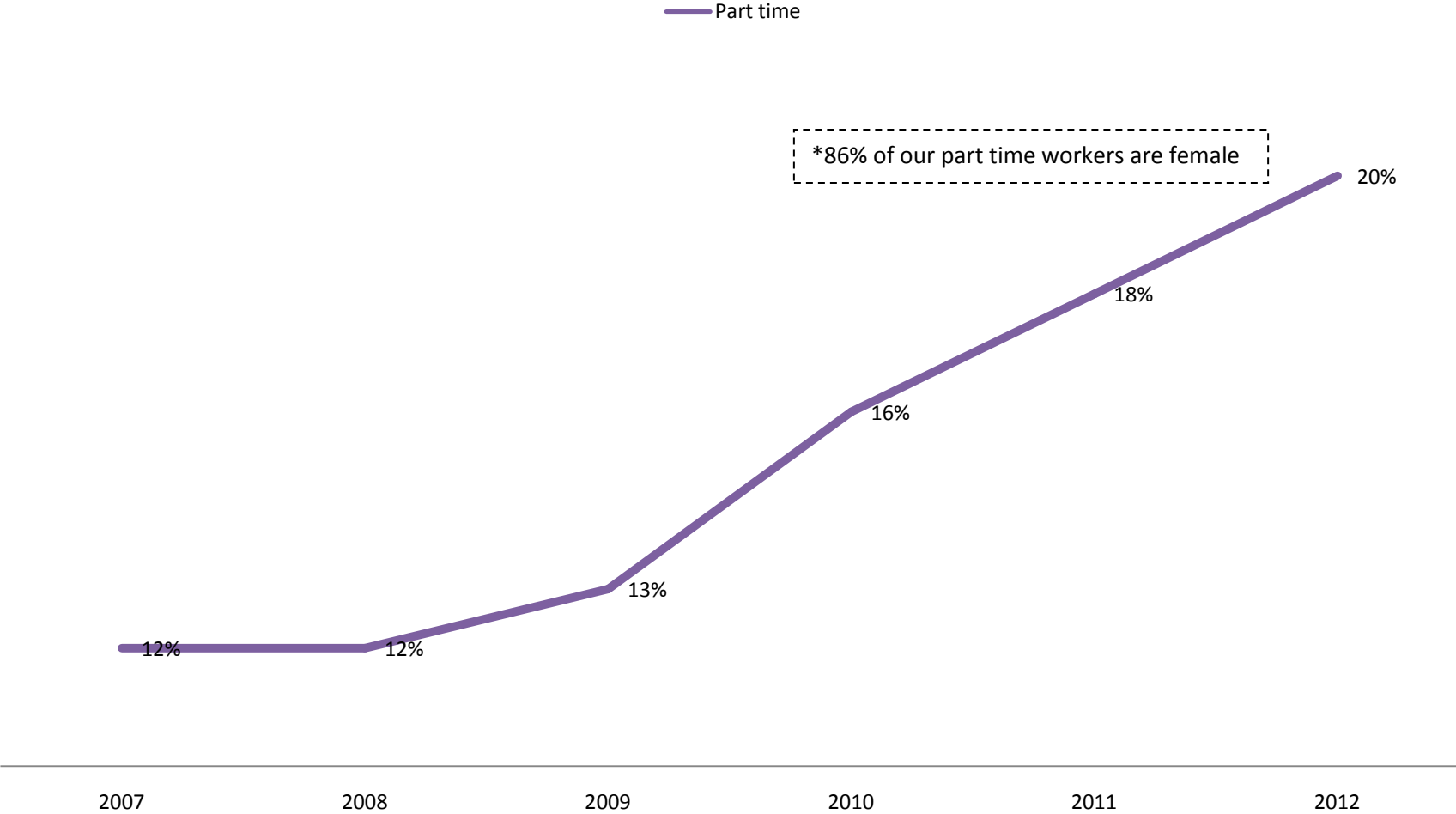
16-24 25-34 35-44 45-54 55-64 65 and Over



We continue to notice a small but significant increase in the number of older workers. This includes a small group of people over the age of 65. SLC will need to give consideration to how it deals with flexibility, attendance and performance in light of this and projected future changes to the age makeup of the workforce.

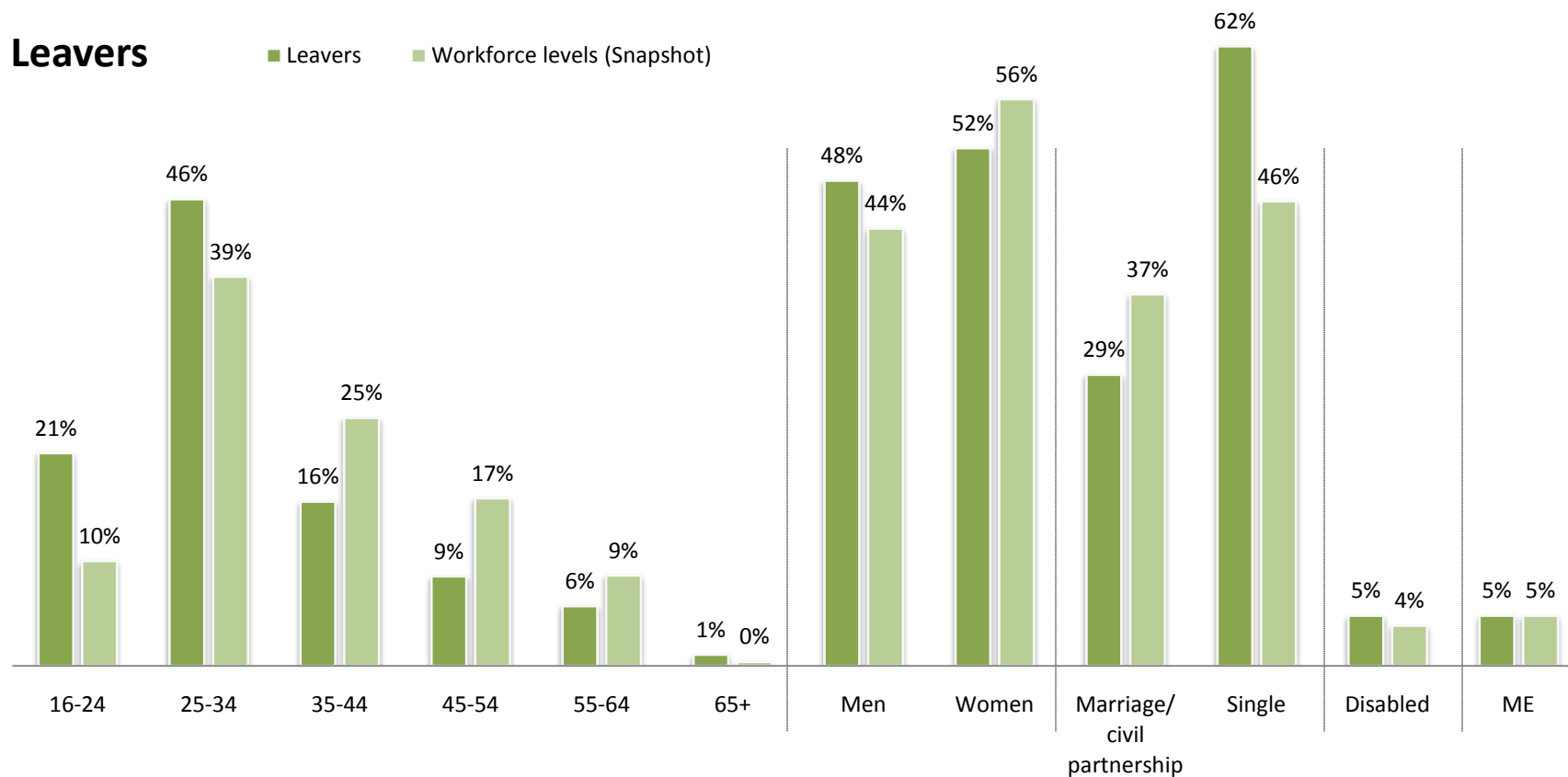


Flexible and agile: Part time workers as proportion of the workforce



Transition

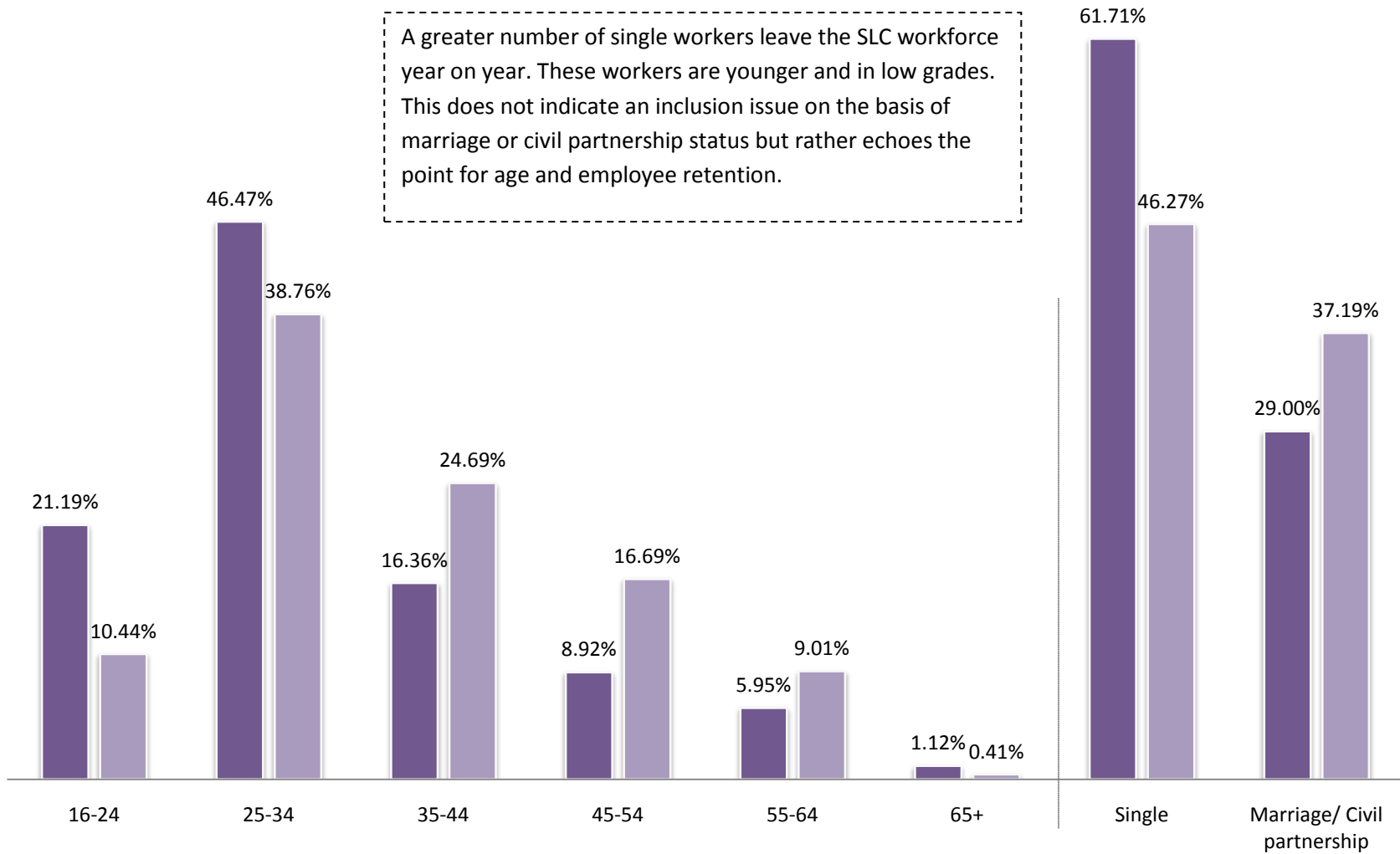
Younger workers are much more mobile within the wider workforce. To achieve a return on investment on training and development time spent on younger workers SLC must develop new strategies to secure loyalty and interest.



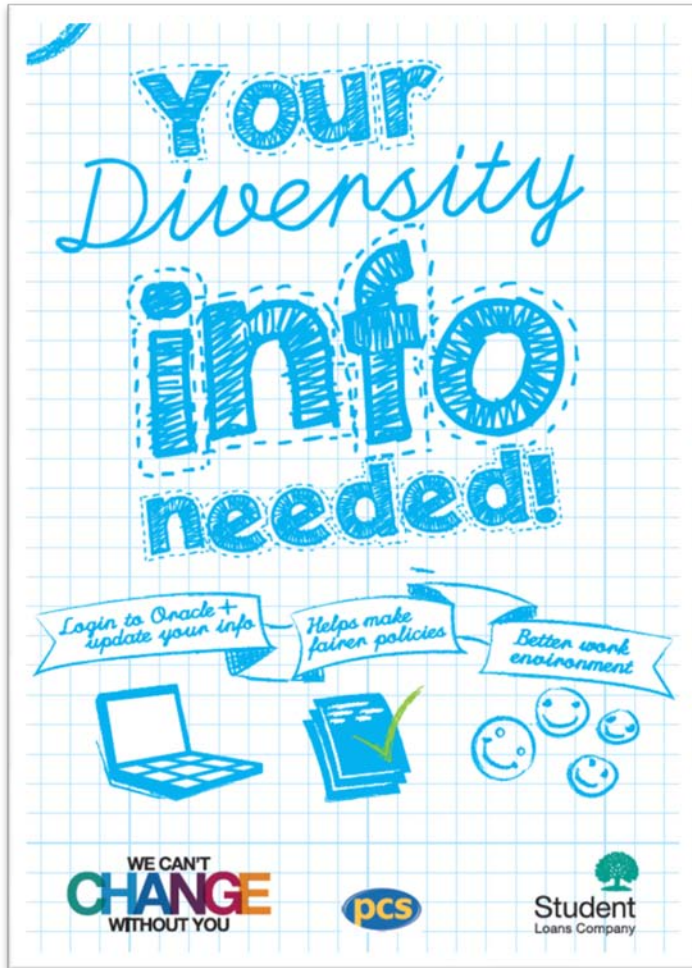
Leavers by age/marriage/civil partnership

■ Leavers ■ Workforce levels (Snapshot)

A greater number of single workers leave the SLC workforce year on year. These workers are younger and in low grades. This does not indicate an inclusion issue on the basis of marriage or civil partnership status but rather echoes the point for age and employee retention.



Campaign materials



Campaign efficacy

- Wave 1 campaign (January 12)
- Pre wave 2 campaign (August 12)
- Goal from Campaign
- Post wave 2 campaign (December 12)

This graph shows levels of participation in the voluntary questions of the diversity monitoring campaign. A goal of 5.5% (increase) across the under-represented characteristics was initially set. This is roughly 130 people. The target was surpassed for all characteristics except disability. SLC is now building on those who did not participate in the first wave or who did not to share on entry to the application so they are more challenging to on-board than the initial participants. SLC currently has a head count of 2195. The FTE is significantly less than this.

