

# **Annual Diversity Monitoring Report**

January 2007 to March 2008

## Executive Summary

This report covers the period from 1 January 2007 to 31 March 2008. It provides an analysis of Audit Scotland's staff profile (at 31 March 2008) by ethnicity, age, gender and working patterns. In addition, it provides an analysis of recruitment applications received, short-listed and appointments made by gender, age, ethnicity, religion and disability. Other areas of analysis covered are promotions, discipline and grievance, training, PDS (Performance Development Scheme) scores and leavers data.

The Diversity Working Group has agreed that the following areas should be investigated further during 2008-09:

The Best Value review / equality impact assessment of recruitment and selection should address the following questions:

### Recruitment and Selection statistics

- Gender: How do we go about identifying and assessing competencies? What are male / female experiences of our recruitment process? Are we promoting one gender over another?
- Ethnicity: Do different groups of individuals have different perceptions and experiences of Audit Scotland?
- Disability: What are our processes for asking candidates to declare a disability? How do people with disabilities perceive Audit Scotland and our recruitment processes?
- Religion: How do we ask people to declare their religion? Do we need to amend our religious categories e.g. to include 'no religion'?

In addition it was agreed that HR should investigate the following areas:

- Recruitment and Selection statistics: An analysis of appointments by age and grade of post. In addition a follow-up review of recruitment and selection paperwork (e.g. interview forms) should be carried out for the period January to June 2008. Analysis carried out during 2007 indicated that we needed to tighten up our processes in this area.
- PDS Scores: An analysis of PDS scores by grade should be carried out as part of our annual Learning and Development/PDS review cycle.
- Training statistics: do our training processes and systems mean that older people and those on flexible working arrangements are disadvantaged?
- Leavers: look at options for gathering leaver data to enhance reporting going forward.

This report was submitted to our Diversity Working Group on 1 May for comment and discussion. It will be submitted to our Management Team for approval and comment on 17 June 2008. Our next monitoring report will be carried out during April 2009 and will cover the period April 2008 to March 2009.

## Introduction

1. Audit Scotland is committed to creating a working environment that promotes diversity, values individuals and is free from any form of discrimination, bullying or harassment.
2. This report provides a means of checking whether discrimination is evident in our employment practices and key elements of our equal opportunities policy are being implemented effectively.

## Background

3. Under the Race Equality Duty, Audit Scotland has to monitor the following by racial group:
  - Staff in post;
  - Applicants for jobs, promotion and training.
4. As we employ more than 150 people we must also monitor by racial group:
  - Grievances;
  - Disciplinary action;
  - Performance appraisal;
  - Number of staff who receive training;
  - Number of staff leaving.
5. Under the Gender Equality Duty we have an obligation to monitor our progress on gender equality. Therefore, this report also includes an analysis of gender. We do not currently hold data on transsexual staff or applicants for vacancies. However, we will explore our options for gathering information in this area during 2008-2009.
6. As outlined in our 2006 monitoring report, we do not currently gather disability information for staff. As a first step in this process, we utilised the demographics section of our 2007 staff attitude survey to gather information on the overall staff disability profile. The survey results confirmed that 11 staff had identified themselves as having a disability. Due to the small numbers involved, we are unable to report on the categories of disability. Collecting this information was part of a direction of travel for Audit Scotland. During 2008-2009, we will be engaging with staff about disability information and exploring how we can collate this information to inform our future reporting. It is worth noting that disability information is collected for new employees who are asked to complete a medical questionnaire. This is considered only by our external occupational health service in respect of health & safety / Disability Discrimination Act employment practice. Audit Scotland receives specialist advice from occupational health where applicable.

7. Reporting on current staff also includes age and working patterns. Our recruitment analysis contains information on age, disability and religion.
8. It was agreed by the Diversity Working Group that, where numbers represent less than five employees, there would be no specific reporting for confidentiality reasons.
9. Our last report covered the calendar year January to December 2006. This report covers a longer period from January 2007 to March 2008. This allows us to better align our diversity reporting with our end of year reporting and corporate planning processes.
10. Previous reports have concentrated on external recruitment campaigns. However, this report will also consider internal recruitment campaigns. The recruitment statistics within this report do not include 1 internal campaign which commenced in 2008, but was incomplete at the time of reporting.

#### Key developments during the period January 2007 to March 2008

11. During 2007, in light of the Gender Equality Duty, we produced and published our Gender Equality Scheme and Action Plan. In addition to this, and in accordance with the duty, we produced a Statement on Equal Pay. Both documents were published externally and internally.
12. During 2007-2008 we developed our work on mainstreaming diversity and equality. We sourced external consultancy services to assist us in developing a revised delivery infrastructure for diversity and equality, re-prioritising our functions and policies and producing an update on our progress. During 2008-2009 we will be analysing and developing our approach to impact assessments. We will also combine our 3 equality schemes for race, gender and disability. In doing this, we will ensure that each strand is clearly identifiable, to allow for easy access to information.
13. Within our 2006 monitoring report, we identified an interesting pattern in relation to recruitment data. Our statistics showed that more males applied for roles with Audit Scotland during 2006 (228 female, 252 male). However, fewer males were short-listed for assessment (90 female, 78 male) and even fewer appointed (22 female, 6 male). The Diversity Working Group agreed that further analysis should be conducted. We recruited an external consultant in August 2007 to look at our recruitment records. Recruitment decisions were deemed as having been based upon evidence compliant with Audit Scotland policies and procedures. No gender discrimination was evident. The consultant stated that the analysis was hindered by the fact that some recruitment paperwork was not available. A significant volume of paperwork produced by recruiting managers and panel members in respect of both short-listing criteria and final panel interviewing was found to be incomplete. The consultant recommended that the collection of all paperwork should be tightened up during 2008. A process whereby HR will not issue an unconditional offer for

employment before receiving all recruitment paperwork was adopted on 3 January 2008.

14. We produced an update report on our Audit Scotland and Accounts Commission Disability Equality Schemes. We also produced a follow up report for Audit Scotland on our progress on diversity and equality in general. These were submitted to Audit Scotland's Management Team, Board and the Accounts Commission for approval and were published externally and internally. We are currently in the process of finalising an update paper for the Accounts Commission.
15. We launched our diversity and equality on-line training package for all staff. The training is highly interactive and includes various case study exercises, useful practical examples (video clips, etc) and test modules. The training is made up of 3 modules:
  - Equal Opportunities and Diversity Essentials;
  - Exploring Equal Opportunities and Diversity;
  - Managing Diversity.

Managers were encouraged to evaluate the training and discuss lessons learnt during local team meetings and to feedback any corporate issues to Human Resources. As at 31 March 2008, approximately 75% of staff have completed the training and average test scores are 94%.

16. An independent external evaluation on the impact of the Management Development Programme (MDP) took place. The MDP includes a specific diversity and equality module and focuses on high quality, professional management practice. The results indicate that the initiative has been successful in meeting its original objectives.

## Staff Profile

17. This section provides information on the ethnicity, gender, age and working patterns of Audit Scotland employees as at 31 March 2008.

### Ethnicity

18. Exhibit 1 shows the ethnicity profile of Audit Scotland over four years (2004–2008). It also includes Scottish population data on working age and those in employment.

**Exhibit 1 Ethnicity profile**

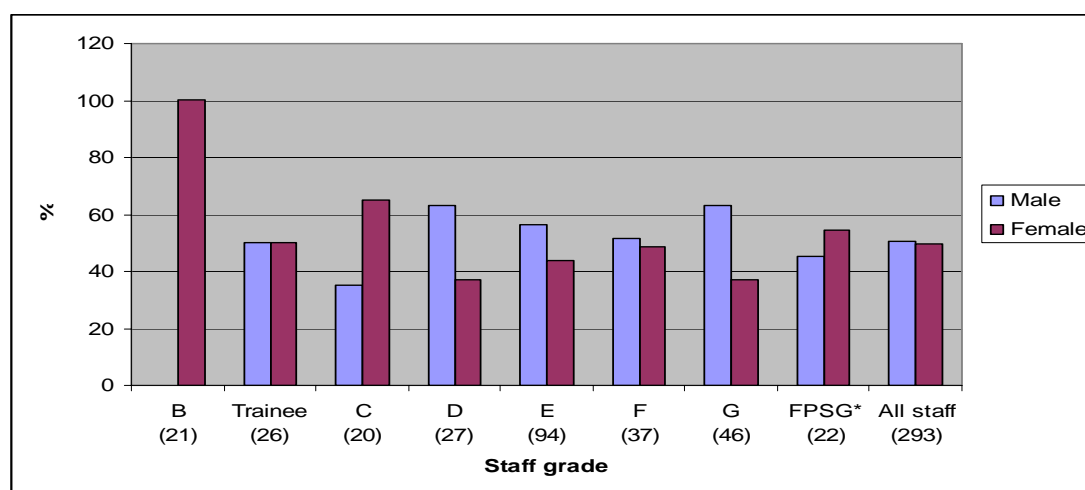
Ethnicity	Audit Scotland staff				Working age population in Scotland (%- 06/07)	People in employment in Scotland (% - 06/07)
	December 2004 (%)	December 2005 (%)	December 2006 (%)	March 2008 (%)		
White	98.5	97.6	98.2	98.6	97.1	97.5
Minority ethnic	1.5	2.4	1.8	1.4	2.9	2.5

Source: Audit Scotland & Annual Population Survey July 2006 – June 2007, ONS

### Gender

19. Audit Scotland has 293 employees as at 31 March 2008<sup>1</sup>. Exhibit 2 shows the percentage of males and females employed within each grade. Full figures by grade (2004-2008) are detailed in appendix 1.

**Exhibit 2 Gender profile by grade**



Note: figures in brackets show the total number staff in each grade.

Source: Audit Scotland

<sup>1</sup> This does not include 6 student placements.

20. Exhibit 3 shows the gender profile for Audit Scotland staff over four years (2004-2008).

**Exhibit 3 Gender profile 2004-2008**

Gender	Audit Scotland staff (%)			
	December 2004	December 2005	December 2006	March 2008
Male	56.3	54.5	52.2	50.5
Female	43.7	45.5	47.8	49.5

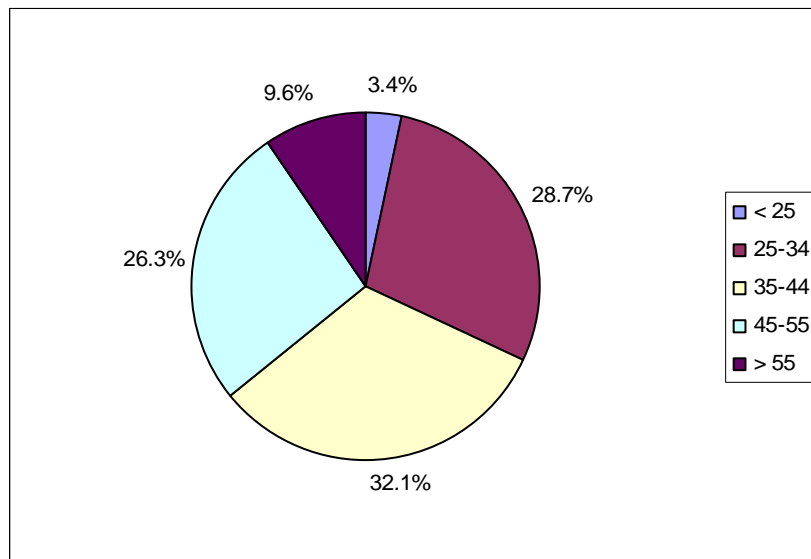
Source: Audit Scotland

21. As in previous years, there are more male than female employees. Over the 4 year period there has been a very gradual increase in female and decrease in male staff. As at 31 March 2008, there are more males than females in grades D through to G. There are more female staff at grades B, C and FPSG grades. There are equal numbers of males and females at our Trainee (T) grade. Audit Scotland's overall gender profile compares to Scotland's working age population of 51.1% males and 48.9% females (2006-2007 annual population survey data).

#### Age

22. Exhibit 4 shows the age profile of Audit Scotland staff as at 31 March 2008.

**Exhibit 4 Age profile**



Age (No. staff)	< 25	25-34	35-44	45-55	> 55
	10	84	94	77	28

23. The majority of Audit Scotland staff are between the age of 25 and 55 years. The smallest proportion of staff are within the age brackets <25 and 55+.

24. See exhibit 5 below for the age profile of staff over the last 2 reporting periods.

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**Exhibit 5 Age profile 2006 and 2008<sup>2</sup>**

Age	Audit Scotland staff	
	December 2006 (%)	March 2008 (%)
< 25	2.2	3.4
25 – 34	29.9	28.7
35 – 44	33.9	32.1
45 – 55	26.3	26.3
> 55	7.7	9.6

*Source: Audit Scotland*

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25. We are currently liaising with our pension providers to confirm their position on flexible/partial retirement options. We will then update our policies as necessary. Flexible retirement allows members to draw all or part of their benefits without having to retire completely.
26. We will continue to monitor age data over time to identify trends.

#### **Working patterns**

27. Audit Scotland operates a flexi time scheme and homeworking policy to enable staff to strike a better balance between their home and work responsibilities. Two (white, female) employees have formal homeworking arrangements in place<sup>3</sup>. In addition, 37 employees have alternative working arrangements e.g. annualised hours and reduced hours. As in 2006, females have alternative working hours across all grades. Males have flexible working arrangements across grades E and G. Exhibit 6 shows an analysis of alternative working arrangements by age, gender and ethnicity (2006-2008).

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<sup>2</sup> No comparison is given for the annual population survey data on age, as some age ranges do not correspond.

<sup>3</sup> A formal homeworking arrangement is where the home is used as a regular place of work on a predictable basis or the amount of time spent working from home is equal to or exceeds 20% of available contractual working hours and/or the home is to be the base location for an employee who spends the majority of time working from other, multiple locations (business related travel will be a regular feature of the role and allocating an Audit Scotland office as a base location is not an effective or practical option).



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**Exhibit 6 Alternative working hours by gender, ethnicity and age (2006 and 2008)**

	<b>December 2006 (%)</b>	<b>March 2008 (%)</b>
<b>Male</b>	11.4	10.8
<b>Female</b>	88.6 <sup>4</sup>	89.2
<b>White</b>		
	97.1 <sup>5</sup>	97.3
<b>Minority Ethnic</b>		
	2.9	2.7
<b>&lt; 25</b>		
	0.0	0.0
<b>25 - 34</b>		
	14.3	18.9
<b>35 - 44</b>		
	34.3	32.4
<b>45 - 55</b>		
	37.1	24.3
<b>&gt; 55</b>		
	14.3	24.3

*Source: Audit Scotland*

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**Recruitment**

28. Audit Scotland's recruitment and selection process is designed to be fair, robust and follow best practice principles. Individuals are assessed on the competencies required to carry out the role effectively. All staff involved in recruitment and selection attend corporate training which covers the legislative framework and diversity and equality issues.
29. During the period November 2006<sup>6</sup> to 31 March 2008 we advertised vacancies in the press/on-line 17 times and offered appointments to 74 people (38 external and 36 internal offers). Of the 74, 12 posts (> 6 months in duration) were approved for making an appointment with internal advertising only<sup>7</sup>. The decision to advertise internally only is based on a number of criteria as set out within our recruitment and selection policy. These include operational business risk, value for money and whether it is justifiable on the basis of our commitment to equal opportunity and diversity.
30. An analysis is provided below (exhibit 7) of applications for internally<sup>8</sup> and externally advertised vacancies during the period January 2007 to March 2008 by number of applications, number short-listed and number appointed.

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<sup>4</sup> 2006 report stated 91% - this is the corrected figure.

<sup>5</sup> 2006 report stated 100% - this is the corrected figure.

<sup>6</sup> Please note this takes account of campaigns started during 2006 but that were not complete at the time of reporting for the 2006 calendar year.

<sup>7</sup> Please note that in 2 cases this also included targeted external advertising e.g. NAO, Audit Commission, local councils, etc.

<sup>8</sup> Previous reports have not included an analysis of internal campaigns as we did not systematically collect diversity information.

Exhibit 7 Recruitment during the period November 2006 to March 2008

	Stage 1: Applications received		Stage 2: Applications short-listed		Stage 3: Applications appointed	
	No.	%	No.	%	No.	%
<b>Ethnicity</b>						
White	846	85.2	347	90.6	66	89.2
Minority ethnic	85	8.6	16	4.2	1	1.4
No information provided	62	6.2	20	5.2	7	9.5
<b>Gender</b>						
	<b>No.</b>	<b>%</b>	<b>No.</b>	<b>%</b>	<b>No.</b>	<b>%</b>
Female	447	45.0	176	46.0	42	56.8
Male	494	49.7	197	51.4	32	43.2
No information provided	52	5.2	10	2.6	0	0.0
<b>Age</b>						
	<b>No.</b>	<b>%</b>	<b>No.</b>	<b>%</b>	<b>No.</b>	<b>%</b>
<25	125	12.6	42	11.0	10	13.5
25-34	379	38.2	168	43.9	32	43.2
35-44	234	23.6	96	25.1	17	23.0
45-55	159	16.0	46	12.0	3	4.1
55+	24	2.4	8	2.1	1	1.4
No information provided	72	7.3	23	6.0	11	14.9
<b>Disability<sup>9</sup></b>						
	<b>No.</b>	<b>%</b>	<b>No.</b>	<b>%</b>	<b>No.</b>	<b>%</b>
Yes	19	1.9	5	1.3	0	0.0
No	904	91.0	346	90.3	65	87.8
No information provided	70	7.0	32	8.4	9	12.2
<b>Religion<sup>10</sup></b>						
	<b>No.</b>	<b>%</b>	<b>No.</b>	<b>%</b>	<b>No.</b>	<b>%</b>
Church of Scotland	249	25.1	91	23.8	14	18.9
Hindu	7	0.7	5	1.3	0	0.0
Other Christian	86	8.7	27	7.0	2	2.7
Roman Catholic	131	13.2	59	15.4	4	5.4
Muslim	21	2.1	5	1.3	0	0.0
Sikh	4	0.4	1	0.3	0	0.0
Buddhist	1	0.1	1	0.3	0	0.0
Jewish	1	0.1	1	0.3	1	1.4
Other	3	0.3	2	0.5	0	0.0
N/a	381	38.4	154	40.2	24	32.4
No information provided	109	11.0	37	9.7	29	39.2

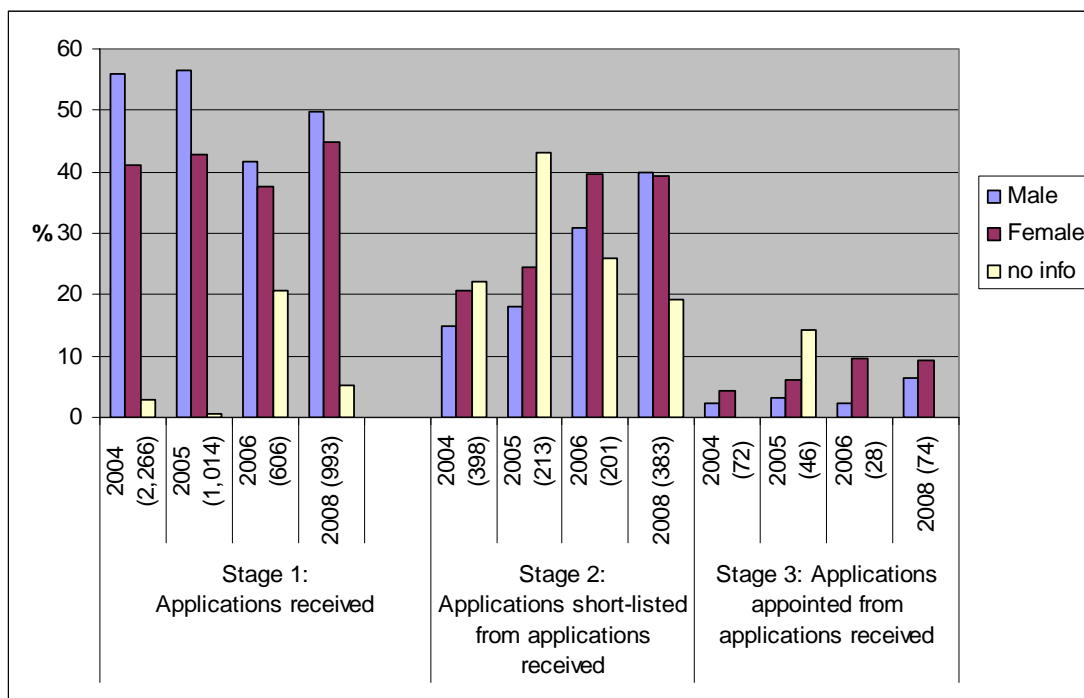
Source: Audit Scotland

<sup>9</sup> Annual Population data: Working age population – disabled (19.6%); Employment rate, working age – disabled (47.1%)

<sup>10</sup> 2001 Scottish Census data: Church of Scotland (42.4%), Hindu (0.11%), Other Christian (6.81%), Roman Catholic (15.88%), Muslim (0.84%), Sikh (0.13%), Buddhist (0.13%), Jewish (0.13%), Another religion (0.53%), No religion (27.55%), Not answered (5.49%).

31. These results should be interpreted carefully given the number of applications where no information has been provided.
32. Of all applications received, 8.6% (4.5% in 2006) were from people from an ethnic minority group. As a percentage of applications received from minority ethnic candidates, 18.8% (44% in 2006) were taken forward to shortlist stage and 1.2% (4% in 2006) appointed, compared with 41% (35% in 2006) and 7.8% (6% in 2006) for applications from white candidates.
33. As in 2006, we received more applications from males than females (494 male, 447 female). Unlike during 2006, more males than females were shortlisted. For both male and female applications, 39% of those received were shortlisted. Fewer males (32) than females (42) were appointed as was the case in 2006. As a percentage of applications received, 9.4% (9.6% in 2006) of female applications compared to 6.5% (2.4% in 2006) of male applications were appointed. Exhibit 8 below shows a comparison of recruitment data over the period 2004 - 2008. This information should be carefully interpreted as 2008 data covers a longer timescale and includes internal campaigns.
34. The majority of applications were received from those within the age bracket 25-34, followed by 35-44, 45-55, <25 and 55+. An analysis at shortlist stage does not highlight any areas for concern. As a percentage of applications received, 2% of those aged 45-44 were appointed, 4% of those aged 55+, 7% of those aged 35-44 and 8% of those aged <25 and 25-34.
35. 19 (3 in 2006) applications were received from people with a disability. As in 2006, no appointments were made to candidates with a disability.
36. Most applications (38.4%) were from those who stated not applicable against religion, followed by Church of Scotland (25.1%) and Roman Catholic (13.2%). No conclusions can be drawn at this stage but Human Resources will continue to monitor progress in this area.
37. During stage 1 (applications received), every effort is taken to remove personal information from applications, e.g. anything relating to gender, ethnicity, religion, marital status, age, etc, to reduce the scope for discrimination at the short-listing stage. At stage 2 (shortlisting) decisions are made without knowledge of the aforementioned areas. Finally, at stage 3 (appointments) interview panels will have met with candidates and be aware of their visible differences e.g. age and gender.

**Exhibit 8 Recruitment comparisons by gender 2004 – 2006**



Source: Audit Scotland

**Promotion**

38. During the period January 2007 to March 2008, there were 18 promotions and 7 people who received an acting-up allowance (this compares to 23 and 14 promotions during 2005 and 2006 respectively and 11 acting up arrangements in 2006. Acting up arrangements were not recorded for 2005). 100% of promotions / acting up opportunities were for white employees.
39. Exhibit 9 shows promotions and acting up opportunities by gender over the last 2 reporting periods. The majority of promotions/acting up arrangements were within the age bracket 25-34, followed by 35-44, 45-55 and <25. No promotions/acting up arrangements were in place for those > 55. The majority of promotions were for employees working standard working hours. 100% of staff in receipt of an acting up allowance work standard hours. Internal monitoring by HR does not highlight any inequality.

**Exhibit 9 Promotions and acting up opportunities by gender**

	Promotions				Acting up			
	December 2006		March 2008		December 2006		March 2008	
	No	%	No	%	No	%	No	%
Male	6	42.9	7	38.9	6	54.5	0	0.0
Female	8	57.1	11	61.1	5	45.5	7	100.0

Source: Audit Scotland

## Disciplinary Action and Grievances

40. There were fewer than five disciplinary and grievance cases during the period January 2007 to March 2008.
41. Internal monitoring is carried out by Human Resources. Analysis of formal disciplinary and grievance cases does not show any disproportionate bias in terms of gender, ethnicity, working pattern or age.

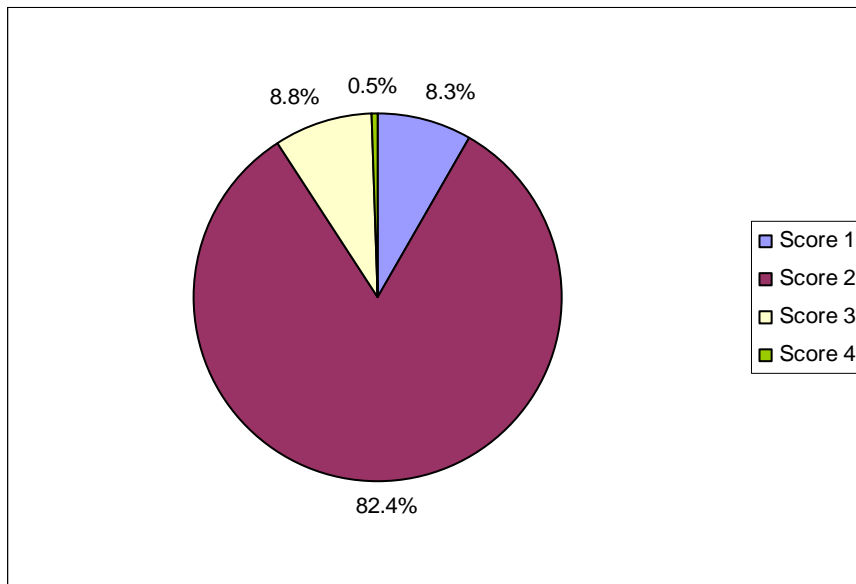
## Performance Appraisal

42. An individual's performance is assessed annually against the core competencies for their role at a formal PDS (Performance Development Scheme) review meeting. Performance is scored using a 1-4 scale with 1 being superior performance and 4 indicating that urgent improvement is required. Members of the FPSG do not receive a scored PDS and are not included in the figures here.
43. As at 31 March 2008, 256 employees have a completed PDS review (93.8% of all staff who receive a scored PDS). 52% (133) are for male employees and 48% (123) for females. This represents 95% and 92.5% of all male and female employees who should have received a PDS. 31 of those with a completed PDS (12.1%) work flexible hours, and 225 (87.9%) work standard hours. This represents 97% and 93.4% of those with flexible hours and standard hours who should have received a PDS. 98.4% were for white employees and 1.6% for minority ethnic employees. This represents 100% of all minority ethnic and 93.7% of white employees who should have received a PDS.
44. Seventeen employees have not yet received their first formal PDS review. Of those who had not received a PDS review, 7 (41.2%) are male and 10 (58.8%) are female. All seventeen are of white ethnicity. Due to the small numbers involved we cannot provide a detailed analysis of age and working patterns. The majority of individuals work standard hours and fall within the age bracket 25-34.
45. Of those staff who have received a PDS (256), 205 (80.1%) were scored<sup>11</sup>.
46. Total PDS overall scores are shown in Exhibit 10. Exhibit 11 shows the percentage of males and females achieving each score as a percentage of all males/females with a scored PDS. Exhibit 12 shows the percentage scores by gender over the period 2005-2008.

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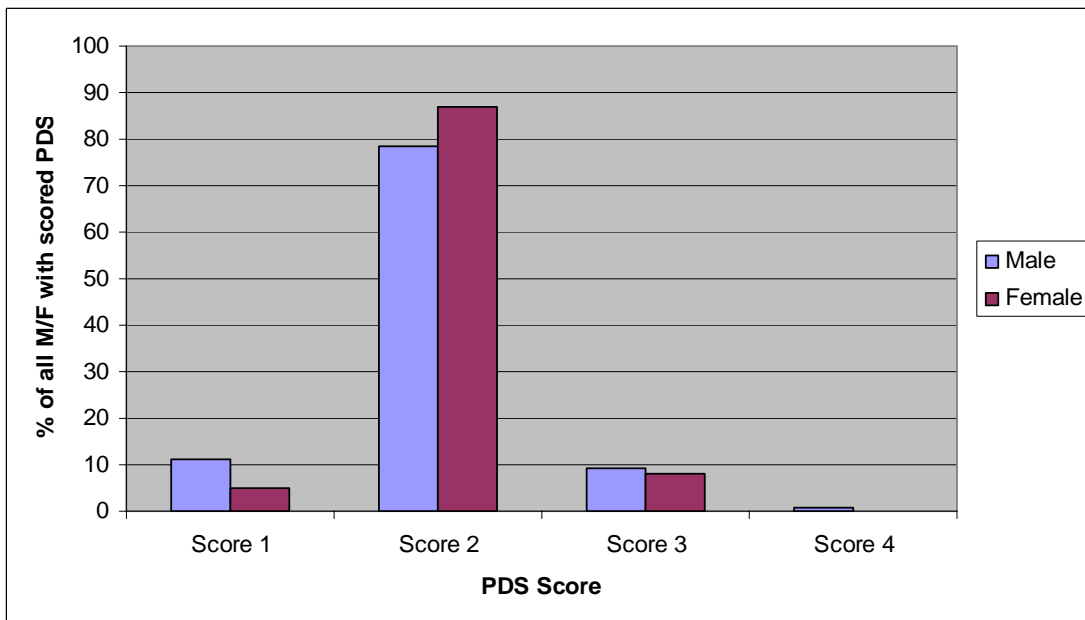
<sup>11</sup> It is usual that only the second and subsequent PDS reviews generate performance scores. The first review is used only to set future objectives and identify training and development needs.

**Exhibit 10 Total PDS scores**



Source: Audit Scotland

**Exhibit 11 PDS performance scores by gender**



Source: Audit Scotland

**Exhibit 12 PDS Scores by gender 2005-2008<sup>12</sup>**

%	Males			Females		
	2005	2006	2008	2005	2006	2008
Score 1	14.5	11.4	11.2	19.6	6.6	5.1
Score 2	74.7	78.9	78.5	75	81.1	86.7
Score 3	10.8	9.6	9.3	5.4	12.3	8.2
Score 4	0	0	0.93	0	0	0

Source: Audit Scotland

<sup>12</sup> 2007 is not included due to the change in reporting timescales.

47. No breakdown of PDS scores by ethnicity, age or working pattern is given due to the small numbers involved in some categories. Human Resources have checked PDS records and there is no evidence of inequality.

## Training

48. Human Resources keep a record of training undertaken by Audit Scotland staff. Having reviewed the training records for the period 1 January 2007 to 31 March 2008, we can confirm:

- Training was recorded as having been undertaken across 89 different training areas.
- 225 employees (76.8% of all employees as at 31 March 2008) are recorded as having received formal training during the period January 2007 to March 2008<sup>13</sup>. This includes 100% of Audit Scotland's minority ethnic employees and 76.5% of all white employees.
- 112 (49.5% of all employees who received training) females and 113 (50.5% of all employees who received training) males received training. This represents 77.2% of all females and 76.4% of all males.
- Exhibit 13 shows the percentage of staff within each age range who have received training.

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**Exhibit 13 Training received by age**

Age	% received training
<25	90
25-34	90.5
35-44	78.7
45-55	63.6
>55	60.7

*Source: Audit Scotland*

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- 201 employees with standard working hours received some form of training compared with 24 employees working on a flexible basis. This represents 78.5% of all those working standard hours and 64.9% of all those working on a flexible basis.
  - Audit Scotland currently employs 25 graduate trainees. We operate a trainee auditor scheme, where employees attend college to gain a professional
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<sup>13</sup> Human Resources capture formal training events and initiatives. However, significant coaching, reading, delegation and other means of development (that are not recorded) will have occurred during the year. It should be noted that our current systems for collecting training data are not optimised. During 2008-09 HR will be implementing a new Management Information System, which will mean our records will continue to improve over time.

(CiPFA) qualification (Chartered Institute of Public Finance and Accountancy). On average, trainees spend 36 days training for the qualification, as follows:

- Block release to attend classes (14 days)
- Pre exam leave (4 days)
- Exam leave (4 days)
- Open Learning (14 days)

## Staff Leaving

49. During the period January 2007 to March 2008, 25 people resigned from the organisation (permanent contracts or prior to the expiry of a fixed term contract). For the year April 2007 to March 2008, there were 20 resignations. This compares with 17 resignations in 2004, 8 in 2005 and 21 in 2006. Exhibit 12 shows leavers by gender. Due to the small numbers involved, we are unable to report on ethnicity, age or working patterns. Human Resources will monitor this area for inequalities.
50. The turnover figure<sup>14</sup> for the year ending 31 March 2008 is 7% (20/285.5 x 100) (2006 = 7.5% (21/281x 100)).<sup>15</sup> Human Resources will build on this to develop a picture of turnover going forward.

Exhibit 12 Leavers by gender<sup>16</sup>

Gender	Jan to Dec 2004		Jan to Dec 2005		Jan to Dec 2006		April 2007 to March 2008	
	No.	%	No.	%	No.	%	No.	%
Male	11	65	3	38	12	57	10	50
Female	6	35	5	62	9	43	10	50

Source: Audit Scotland

51. Due to the small numbers involved in some categories, we are unable to report on leavers by working patterns and age. As with 2006, we can confirm that the majority of leavers followed a standard hours working pattern. Also, the majority of leavers fell within the age category 25-34 (50%) compared to 47% of leavers in the category 35-44 in 2006. Resignations were received from staff across all age bands.
52. Every leaver has the opportunity to complete a Leaver Survey Form where they can detail the positive and negative aspects of working at Audit Scotland. Human

<sup>14</sup> The turnover figure is calculated by looking at voluntary leavers throughout the year. This does not include e.g. those who leave because of the end of a fixed term contract i.e. those employees you expect to leave. The calculation is as follows: number of voluntary leavers during year ÷ average number of staff employed during the year x 100.

<sup>15</sup> This compares with 7.8% (public services), 14.5% (private sector services), manufacturing and production (8.7%) and voluntary, community and not-for-profit (12.9%) - Chartered Institute of Personnel and Development, 2007 Annual Survey on Recruitment, Retention and Turnover.

<sup>16</sup> As Audit Scotlands male / female profile is almost equal, this simple way of looking at leavers by gender is satisfactory. If the position changes, we may have to review how we report on this in future.



Resources assess responses and will report on any issues raised around equality of opportunity and diversity.

## Conclusion

53. Audit Scotland's Diversity Working Group and Management Team will use the information in this report to assist them with their forward work plan.
54. Any trends identified within this report will be discussed with the Diversity Working Group and Management Team.
55. This report was submitted to the Diversity Working Group on 1 May 08. It was agreed that the following areas would merit further investigation during 2008-09:

### Recruitment and Selection Statistics:

It was agreed that the Best Value (BV) review/impact assessment of recruitment and selection should explore the following statistics:

**Gender:** *As in 2006, more males applied for roles with Audit Scotland. However, fewer were appointed. In our 2006 report, it was also the case that fewer males were short-listed.* The BV review will look at our interview processes and how we go about identifying and assessing competencies. It will also assess male and female experiences during the recruitment process. Are we promoting one gender over another?

**Ethnicity:** *8.6% of applications are from Minority Ethnic (ME) group individuals. Of these applications, 18.8% (compared to 41% white) and 1.2% (compared to 7.8% white) are short-listed and appointed.* The BV review will assess whether different groups of individuals have different perceptions and experiences of Audit Scotland.

**Disability:** *As in 2006, we received a small number of applications from those who declare themselves as having a disability. In addition, no individuals with a disability are appointed.* The BV review will assess our processes for asking candidates to declare a disability. Also, how people with disabilities perceive Audit Scotland and our recruitment processes.

**Age:** *As a percentage of applications received, 4.2% of those aged 55+ are appointed and 1.9% of those aged 45-55. This compares to 7 - 8% for all other age groups.* It was agreed that it would be useful to analyse age data by grade to identify any patterns. Human Resources will progress this during 2008.

**Religion:** *There were 21 applications received from Muslims but no appointments made. There are also a number of other religious categories of interest e.g. Sikh (no appointments), Other Christian (2.3% of all applications received were appointed compared to 5.6% 'Church of Scotland').* It would appear that a large number of

applicants do not declare their religion ('No information provided' = 109). The BV review will look at how we ask people to declare their religion and whether we need to amend our religious categories e.g. to include 'no religion'.

#### PDS Scores

It was agreed that it would be useful to look at PDS scores by grade. Human Resources will progress this as part of their annual Learning and Development/PDS review.

#### Training statistics

***Age and flexible working arrangements:*** *A larger percentage of younger staff receive training when compared to older staff. Also, fewer staff with flexible working arrangements receive training.* HR will investigate this during 2008-09.

#### Leavers

It was agreed that Human Resources should investigate options for gathering leaver data. The current process is to issue a leavers survey form which may be returned to HR. Reviewing how we collect leaver data may help us enhance data going forward.

#### Recruitment and Selection paperwork

Following our 2006 equality report, analysis of recruitment and selection records was carried out. The consultant recommended that the collection of all paperwork in respect of every recruitment campaign be tightened up and reinforced during 2008. Therefore, Human Resources will arrange for a review of paperwork for the period January to June 2008.

56. During 2008-09, Audit Scotland will continue to develop strategies to mainstream diversity and equality and assess the impact of our functions, policies and activities. We will work to put in place mechanisms to support our delivery infrastructure for diversity and equality. We will also engage openly with staff regarding the collection of disability information and explore our options in this area.
57. Our next monitoring report will be undertaken during April 2009 to cover the period 1 April 2008 to 31 March 2009.



**Audit Scotland gender profile by grade 2004 - 2008**

Gender (No. Staff)	B				T				C				D			
	2004	2005	2006	2008	2004	2005	2006	2008	2004	2005	2006	2008	2004	2005	2006	2008
Male	1	0	0	0	13	15	10	13	13	8	9	7	13	18	16	17
Female	7	12	18	21	11	14	13	13	17	11	11	13	9	11	9	10
Gender (%)	B				T				C				D			
2004	2005	2006	2008	2004	2005	2006	2008	2004	2005	2006	2008	2004	2005	2006	2008	
Male	12.5	0.0	0.0	0.0	54.2	51.7	43.5	50.0	43.3	42.1	45.0	35.0	59.1	62.1	64.0	63.0
Female	87.5	100.0	100.0	100.0	45.8	48.3	56.5	50.0	56.7	57.9	55.0	65.0	40.9	37.9	36.0	37.0
Gender (No. Staff)	E				F				G				FP			
2004	2005	2006	2008	2004	2005	2006	2008	2004	2005	2006	2008	2004	2005	2006	2008	
Male	47	54	50	53	16	20	20	19	33	32	27	29	13	11	11	10
Female	21	32	33	41	14	15	17	18	19	21	20	17	6	8	10	12
Gender (%)	E				F				G				FP			
2004	2005	2006	2008	2004	2005	2006	2008	2004	2005	2006	2008	2004	2005	2006	2008	
Male	69.1	62.8	60.2	56.4	53.3	57.1	54.1	51.4	63.5	60.4	57.4	63.0	68.4	57.9	52.4	45.5
Female	30.9	37.2	39.8	43.6	46.7	42.9	45.9	48.6	36.5	39.6	42.6	37.0	31.6	42.1	47.6	54.5

\* Fixed Point Salary Group / Source: Audit Scotland