

---

Equality Monitoring 2012/13

# Equality Monitoring in DVLA

Version 1.0

In House Analytical  
Consultancy



Department  
for Transport



GOVERNMENT OPERATIONAL RESEARCH SERVICE

---

---

## Contents

Chapter 1: Management summary.....	4
1.1 Introduction .....	4
1.2 DVLA Structure and organisation.....	4
1.3 Restructuring in DVLA .....	5
1.4 Key findings: Sex .....	5
1.5 Key findings: Race .....	5
1.6 Key findings: Disability .....	5
1.7 Key findings: Age.....	5
1.8 Key findings: Working pattern.....	6
1.9 Key findings: Learning and Development .....	6
1.10 Key findings: Recruitment.....	6
1.11 Key findings: Sickness Absence .....	7
1.12 Key findings: Performance Management .....	7
1.13 Information quality and recommendations .....	7
Chapter 2: Introduction .....	8
2.1 Equality Monitoring .....	8
2.2 Analysis and reporting.....	8
2.3 Data coverage and quality .....	8
2.4 Declaration rates .....	9
Chapter 3: Staff in post and geographical distribution of staff .....	11
3.1 Geographical distribution of DVLA staff .....	12
3.2 Diversity profile of DVLA staff .....	12
3.3 Sexual orientation .....	16
3.4 Religion and belief .....	16
3.5 Maternity leave.....	16
Chapter 4: Staff in post across pay bands .....	17
4.1 Distribution of staff by diversity group .....	18
Chapter 5: Year on year comparisons .....	22
5.1 Year on year comparison .....	22
Chapter 6: Recruitment .....	24
6.1 Diversity of applicants .....	25
6.2 Sift to Appointment Analysis .....	26
Chapter 7: Ceased employment .....	30
7.1 Ceased employment.....	30
7.2 Operational .....	30
7.3 Non-operational.....	31
Chapter 8: Performance assessment.....	32
8.1 DVLA Overall .....	32
8.2 Operational staff.....	32
8.3 Non-operational staff .....	33
Chapter 9: Learning and development .....	35
9.1 DVLA as a whole.....	35
9.2 Operational .....	35

---

9.3	Non-operational.....	36
Chapter 10: Grievances and discipline.....		38
10.1	Grievance cases.....	38
10.2	Discipline cases.....	38
Chapter 11: Sickness absence.....		39
11.1	DVLA as a whole.....	40
11.2	Operational.....	40
11.3	Non-operational.....	41
Annex A: Notes on data.....		i
A.1	Working-age populations.....	i
Annex B: Analytical approach.....		iii
B.1	Univariate methods - Chi-squared and Proportions tests.....	iii
B.2	Multivariate methods – Regression Analysis.....	iv
Annex C: Tables and charts.....		v
C.1	Year on year comparison – all staff.....	v
C.2	Applicants' routes through recruitment stages.....	i

# Chapter 1: Management summary

## 1.1 Introduction

This report is an analysis of staff diversity for staff in post between 1<sup>st</sup> April 2012 and 31<sup>st</sup> March 2013.

The analysis takes data on staff in post, cessations, grievances and discipline, sickness absence, training, performance management and recruitment, and considers whether there were significant differences with respect to sex, race, disability, pay band, age, sexual orientation, religion and belief, job type and working pattern.

Where possible, comparisons have been made against the previous year.

The inequalities and differences identified have been described in non-statistical terms throughout this report. However, where differences have been found to be statistically significant, this has been highlighted. By statistically significant, we mean that the difference is unlikely to have occurred by chance. Where results are not specifically discussed, this generally means that no statistically significant inequalities were found.

## 1.2 DVLA Structure and organisation

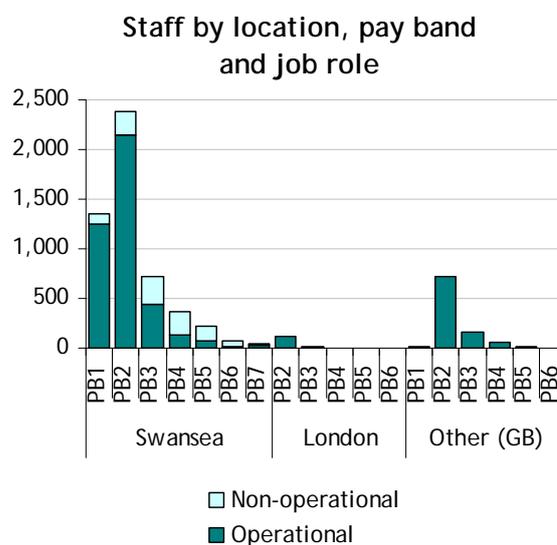
The DVLA is an Executive Agency of the Department for Transport (DfT), whose primary purpose is to maintain accurate driver and vehicle registers. They also provide flexible, secure access to this data to those who need it, most notably the Police, Courts and Local Authorities.

At midnight on 31<sup>st</sup> March 2013, there were 6,286 staff in post in DVLA, split across seven pay bands and two job roles:

- **Operational** (82.7% of staff) – essentially “front line” staff, e.g. answering telephones, making up licences etc.; and
- **Non-operational** (17.3% of staff) – those who provide business support to the agency, e.g. in Human Resources, Finance and Policy divisions.

Senior Civil Service staff are included in the Equality Monitoring analysis for DfT(c) and not in this report.

The majority of DVLA staff were based in Swansea (82.2%). A small number were based in London and the rest were based elsewhere in Great Britain (GB).



As shown above, most staff were in PB1-2 operational roles. The results of DVLA therefore often reflected those of operational staff.

For most of the analysis in this report, the two job roles had different results and so are considered separately.

Non-operational staff tended to be more diverse than operational staff, and be more representative of the local working-age populations.

### 1.3 Restructuring in DVLA

A number of local offices in non-Swansea locations closed in October 2013. This has not impacted upon this year’s data, but should be taken into consideration next year (2013/14).

### 1.4 Key findings: Sex

62.4% of DVLA staff were female, significantly more than in the GB working-age population. Females were overrepresented at all locations, when compared with their local working-age populations.

**Operational staff** had similar proportions of females across all pay bands. Female operational staff tended to be older than their male colleagues.

The proportions of males and females within each pay band varied more for **non-operational staff**.

### 1.5 Key findings: Race

The declaration rate for race was 95.3% (including those who preferred not to say). Of those who declared themselves BME or white, 2.5% were BME.

Since last year, there has been a significant increase in the proportion of staff of unknown or undeclared race. This is partially due to new staff joining and not declaring their race<sup>1</sup>. It may also be affected by a database issue (see 2.4).

There were more white staff than expected in Swansea and Other locations, whilst the proportions in London were similar to that of the local working-age population.

<sup>1</sup> 6.7% of all staff in post on 31<sup>st</sup> March 2013 had joined in the past year and had unknown/undeclared race.

There tended to be more BME staff in the lower pay bands and fewer in the higher pay bands. This was more prominent for operational staff than non-operational staff.

### 1.6 Key findings: Disability

90.4% of staff made a declaration about their disabled status, including those who preferred not to say. Of those who declared themselves disabled or non-disabled, 16.5% were disabled.

Non-disabled staff were overrepresented at all locations, when compared with the local working-age populations.

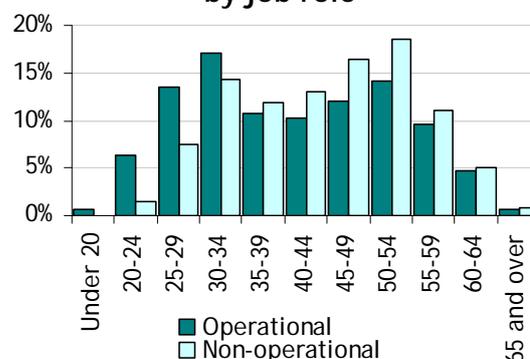
Although there were some differences between pay bands (see 4.1.3), there was no general pattern across the agency as a whole.

Disabled operational staff tended to be older than their other operational colleagues.

### 1.7 Key findings: Age

The age profile of DVLA shows two distinct peaks: one around 25-34 years, and one around 50-54 years. The younger peak was more prominent for operational staff and the older peak was more prominent for non-operational staff.

Age distribution of staff in post by job role



In all locations, under 20s and 65 and over were under-represented, compared with the local working-age populations. In addition, for Swansea and Other locations, there were more staff than expected in the two peaks (see 3.2.4).

Younger staff tended to be in the lower pay bands for both job roles.

The age profiles of staff also varied by sex and disabled status. There were more males aged 35-39 years and more females aged 45-59 than expected. Older staff were more likely to be disabled than their younger colleagues. This was also true for operational staff, but not for non-operational staff.

## 1.8 Key findings: Working pattern

26.4% of staff in post on 31<sup>st</sup> March 2013 worked part time. The figure was significantly higher for operational staff (28.0%) than non-operational staff (18.8%), although there were more non-operational staff working part time compared with last year.

Part-time staff in both job roles were more likely to have been female, older and declared their race than their full-time colleagues.

Part time working was more prevalent in the lower pay bands (PB1-2) than the higher pay bands for both job roles.

## 1.9 Key findings: Learning and Development

DVLA staff had, on average, 0.6 days of recorded training in 2012/13.

For **operational staff**, this figure was 0.5 days. Staff in PB3-7 tended to have more days of recorded training than their colleagues, as did white staff and those working full time.

**Non-operational** staff took an average of 1.0 day of recorded training. Younger staff and those in PB5 tended to have more days, whilst those in PB2, white staff and those who had had more sickness absence tended to have less days.

## 1.10 Key findings: Recruitment

9,464 applications were made to DVLA this year, nearly 7,000 more than last year. 6.2% of all applicants were offered a job.

Most recruitment campaigns were for posts at PB1 or PB2. There were more female applicants to posts in Swansea than expected, more BME applicants to posts in London<sup>2</sup> and more male applicants to posts in other locations than expected, compared with the local working-age populations.

Successful applicants at each stage were compared with those who were unsuccessful. Most of the differences found were related to pay band rather than any diversity characteristic (see 6.2). These results should be considered with caution, as they will have been affected by the volume of applications and posts available at each pay band.

There were two results not related to pay bands:

- non-disabled applicants taking an online assessment<sup>3</sup> tended to be more successful than those who were disabled or of unknown disabled status; and
- applicants of unknown religion/belief were less likely to have been appointed than other applicants.

<sup>2</sup> This data may be affected by a race data issue (see 2.4).

<sup>3</sup> 506 PB2 applicants had an online assessment.

## 1.11 Key findings: Sickness Absence

Staff had an average of 5.6 days of sickness absence in 2012/13.

Operational staff had, on average, more sickness absence than non-operational staff (5.7 and 4.9 days, respectively).

Disabled staff and female staff tended to have had more sickness absence than their colleagues, whilst those of unknown/undeclared race tended to have less.

Pay band was also a factor for both job roles: PB2 staff tended to have more sickness absence and those in PB5 and PB7 tended to have less.

The results for PB3 differed by job role: operational staff in PB3 tended to have less sickness absence, whereas non-operational PB3 staff tended to have more.

The effect of working pattern also differed by job role. Operational staff working part time were both more likely to have had sickness absence and to have had more. Conversely, non-operational staff working full time were more likely to have had more sickness absence.

For both job roles, younger staff were more likely to have had sickness absence than older colleagues. However, older operational staff tended to have had more days of sickness absence. This was not the case for non-operational staff.

## 1.12 Key findings: Performance Management

5,720 PMR marks were recorded during 2012/13. Marks were given as a whole number between 0 and 120. 98.6% of

marks were 70 or above (the qualifying mark for a performance award).

For both job roles, sickness absence was the most important factor, with staff who had more days of sickness absence less likely to achieve a higher PMR mark.

Additionally, **operational staff** in the following groups were more likely to achieve a higher mark than their colleagues: non-disabled, female, and full-time. Those in the lowest pay band were less likely to achieve a higher PMR mark than those in other pay bands.

In addition to sickness absence, **non-operational staff** in the lowest two pay bands were less likely to achieve a higher mark than those in others. Female staff and full-time staff were more likely to do so than their colleagues.

## 1.13 Information quality and recommendations

### *Race & disability*

The proportions of staff declaring themselves as a majority/minority category, i.e. not unknown/prefer not to say) for race and disability decreased over the past year. Declaration rates could be improved by ensuring that new members of staff update their diversity records.

### *Sexual orientation and religion/belief*

More useful analysis on the diversity of staff in post could be undertaken if the proportion of unknowns for sexual orientation and religion/belief were reduced.

### *Recruitment data*

More analysis could be undertaken if the race declaration rates for recruitment data were improved.

## Chapter 2: Introduction

### 2.1 Equality Monitoring

This report contains an analysis of the diversity of DVLA staff for 2012/13.

The aims of the analysis were to:

- identify differences between diversity groups within DVLA;
- compare the diversity of DVLA staff with the diversity of the local working-age population; and
- highlight any changes since previous years.

### 2.2 Analysis and reporting

This analysis has considered the following areas of diversity:

- Sex;
- Race;
- Disability;
- Age;
- Working pattern;
- Sexual orientation; and
- Religion and belief.

And for the following datasets:

- Staff in post;
- Recruitment;
- Cessations;
- Performance management reports;
- Learning and development;
- Disciplinary cases;
- Grievance cases; and
- Sickness absence.

It also gives information about maternity leavers and returners.

Results described in this report are based on the outcomes of statistical tests. These tests are used to identify statistically significant differences between groups – that is, differences larger than the likely range of natural variation.

Data for this report was provided by DVLA HR, and has been summarised in the annex tables provided with this analysis. Recruitment data was provided by DfT Resourcing Group (DRG).

### 2.3 Data coverage and quality

Data related to staff in post at the end of 31st March 2013, and cessations between 1st April 2012 and 31st March 2013<sup>4</sup>.

For the purpose of these Equality Monitoring reports, Senior Civil Service (SCS) staff from across the DfT family have been analysed together in the DfT(c) report.

Staff on long-term leave (for instance maternity leave<sup>5</sup> and career breaks) are not included in the analysis, and nor are staff who are not civil servants (e.g. consultants, temporary administrators etc).

Data on staff sex, age and pay band are held for each member of staff, but data on disability, race, sexual orientation and religion / belief are voluntarily provided. As a result, and because staff may be unwilling to provide this information, these data often have significant numbers of unknowns or undeclared

<sup>4</sup> 14 staff who joined DVLA between 25<sup>th</sup> and 31<sup>st</sup> March were not included in this dataset. This is due to delay in data appearing as a result of the switch to Civil Service Recruitment.

<sup>5</sup> 117 staff were on maternity leave on 31<sup>st</sup> March 2013.

statuses and subsequently analysis was not always possible.

## 2.4 Declaration rates

All employees are encouraged to complete an equality monitoring form which records their race, religion or belief, sexual orientation, disability status, age and sex. The individual information is confidential but the overall statistics are used to analyse trends and support diversity action plans. DfT is keen to achieve high declaration rates and to exceed 90% for all diversity strands (protected characteristics).

The table below shows the position for the year ending 31<sup>st</sup> March 2013. Age and sex have a 100% declaration rate because this data is automatically available for all employees.

Protected characteristic	Declaration rate (%)
Sex	100.0%
Race	95.3%
Disabled Status	90.4%
Religion or Belief	80.8%
Sexual Orientation	86.2%
Age	100.0%

Throughout the remainder of this report, any references to declaration rates or staff who had declared their status apply to staff who identified with a particular diversity category – such as “disabled” or “White British”. In other words, for the purposes of the analysis in this report, staff who have declared that they prefer not to say have been grouped with those for whom no information is held, and described as unknown/undeclared. So if, say 10% of staff had chosen not to specify their race, and information was not available for a further 20%, we would quote a declaration rate of 70%, even

though technically 80% had made a declaration.

### **Race**

The declaration rate for race decreased over the past year, despite the inclusion of staff who preferred not to say. This was partially due to new members of staff having unknown race<sup>6</sup>.

Additionally, data for a small proportion of staff who declared their race are subject to a database coding problem that means that it has not always been possible to determine whether they are white or BME. They have been classed as "unknown/prefer not to say" for the purpose of this report, and work is underway to rectify the problem

### **Disability**

The declaration rate for disabled status has increased from last year, due to the inclusion of those who prefer not to say. The proportion declaring themselves as disabled or non-disabled has decreased slightly.

This is partially due to new members of staff joining DVLA and not declaring their disabled status<sup>7</sup>.

### **Sexual orientation and religion/belief**

Declaration rates have increased for sexual orientation and religion/belief from last year. Again, this was largely due to the inclusion of those who prefer not to say, who made up over 60% of staff in post for both sexual orientation and religion/belief.

<sup>6</sup> 81.0% of all staff with unknown race joined DVLA in 2012/13. If all of these updated their data, the race declaration rate would increase by 3.8%.

<sup>7</sup> 31.5% of all new members of staff in 2012/13 had unknown/undeclared disabled status. If all of these declared a disabled status, the declaration rate would increase by 7.0%.

In this instance, the data cannot be considered a representative sample because of the high proportions of unknowns. Reducing the proportions of unknown/prefer not to say would increase the amount of useful analysis that can be undertaken.

### ***Recruitment data***

Declaration rates for the recruitment data were generally lower than those for staff in post, especially for race. This meant that no analysis could be performed on the race of applicants to posts in Swansea or Other GB locations.

In contrast, 70.3% of applicants to posts in London declared themselves white or BME, so analysis could be performed on this data. However, the data may still be impacted upon by the database coding problem noted above (see section on 'Race' above).

## Chapter 3: Staff in post and geographical distribution of staff

This chapter considers the geographical distribution and the diversity mix of DVLA staff.

It compares the diversity of staff at each main location with the diversity of the local working-age population.

For Swansea, this is defined as the working-age population of Swansea, Carmarthenshire, Neath Port Talbot and Powys. For London, it is defined as the working-age population of all London boroughs, plus the counties surrounding London.

DVLA staff who are based in other locations around Great Britain (GB) are grouped under "Other locations". Their diversity characteristics are compared with those of Great Britain as a whole.

### Key findings

- There were 6,286 staff in post on 31<sup>st</sup> March 2013.

Excluding unknowns and those who preferred not to declare:

- 62.4% were female;
- 2.5% were BME; and
- 16.5% declared themselves to be disabled.

### **Swansea & Other locations**

Compared with the local working-age populations, there were:

- More female, more white, and fewer disabled staff;
- More staff aged 30-34 and 50-54; and
- Fewer staff aged under 25 and 60-64 than expected.

Additionally, there were:

- More staff aged 25-29 than expected in Swansea; and
- More staff aged 35-39 than expected in Other locations.

### **London**

Compared with the local working-age population, there were:

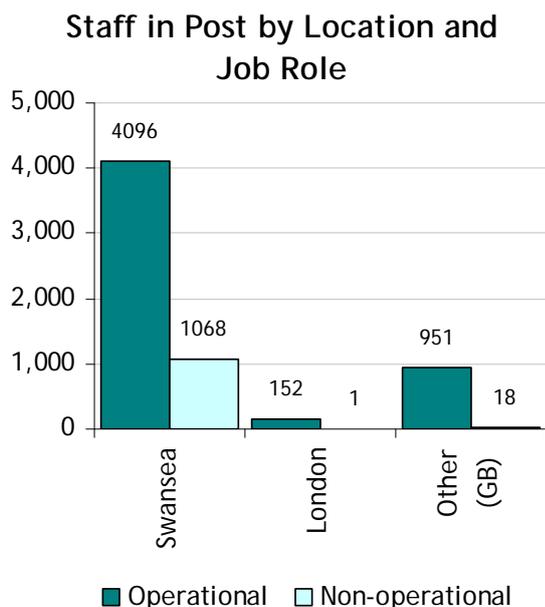
- More female staff;
- Fewer staff aged under 20; and
- Comparable proportions of white/BME and disabled/non-disabled staff than expected.

### **Job role**

- 82.7% of staff were in operational roles.
- Both job roles saw two peaks in their age profiles, but for operational staff the younger peak (25-34) was greater, whereas for non-operational staff, the older peak (45-54) was greater.

### 3.1 Geographical distribution of DVLA staff

At the end of 31st March 2013 there were 6,286 staff in post. As last year, the majority were based in Swansea and worked in an operational role. Also similarly to last year, nearly all non-operational staff worked in Swansea.



### 3.2 Diversity profile of DVLA staff

For all diversity types, comparisons have been drawn with local working-age populations.

For **Swansea**, this means the city and county of Swansea, along with the neighbouring counties of Carmarthenshire, Neath Port Talbot and Powys.

For **London** this means all London boroughs and their neighbouring counties.

**Other locations** are compared with the GB working-age population as a whole, including all counties in Great Britain.

Most results by location are not reported by job role as the number of non-operational staff outside of Swansea was small. Additionally, the majority of staff were in operational roles (82.7%), so the results for DVLA as a whole often directly reflect those of operational staff.

#### 3.2.1 Sex by location

##### **DVLA as a whole**

As in previous years, the majority of DVLA staff were female (62.4%).

##### **Swansea**

There was a significantly higher proportion of female staff in Swansea (62.2%) compared with the local working-age population.

This was true for both operational (63.9% female) and non-operational roles (55.5% female), although the difference for non-operational staff was slightly less statistically significant.

##### **London & Other Locations**

The proportions of female staff in London and Other locations were also significantly higher than in the local working-age populations (68.0% and 63.1%, respectively).

The proportions of female operational staff in London (67.8%) and Other locations (63.2%) were also both higher than the relevant local working-age populations.

However, the proportion of female non-operational staff in Other locations (55.6%) was not statistically different to that of the GB working-age population.

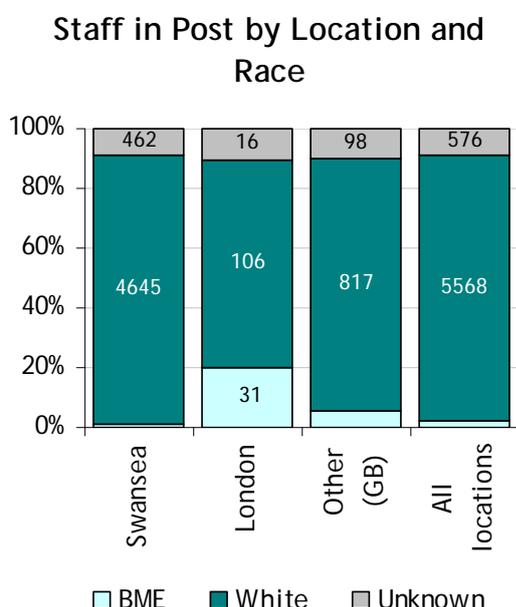
The number of non-operational staff in London was too small for analysis to be possible.

### 3.2.2 Race by location

#### **DVLA as a whole**

Overall, 90.8% of staff had declared their race, with an additional 9.2% with unknown or undeclared race<sup>8</sup>.

Of those who declared themselves white or BME, the majority identified themselves as being from a white background and 2.5% declared themselves black or minority ethnic (BME). This varied by location, however, as shown below.



#### **Swansea**

91.1% of staff in Swansea declared themselves white or BME. Of these 4,702 staff, 90.0% declared themselves white and 1.1% declared themselves BME, which was a significantly lower proportion than in the local working-age population.

The proportions of staff who declared themselves white were significantly

<sup>8</sup> 4.5% of staff preferred not to declare their race and race was completely unknown for 4.7% of staff. For the purposes of the analysis in this chapter, these two categories are combined into 'Unknown'.

higher than that of the local working-age population for both operational (88.8%) and non-operational staff (94.6%), but the result for non-operational staff was less significant statistically.

#### **London & Other locations**

The proportion of staff who declared themselves either white or BME was 89.5% for London and 89.9% in Other GB locations.

There were significantly fewer BME staff in Other locations (5.6%) than expected, compared with the GB working-age population. This was also true for operational staff (5.7%). The numbers for non-operational staff were too small to be analysed on their own.

In contrast, the race profile of staff in London was reflective of that of the local working-age population.

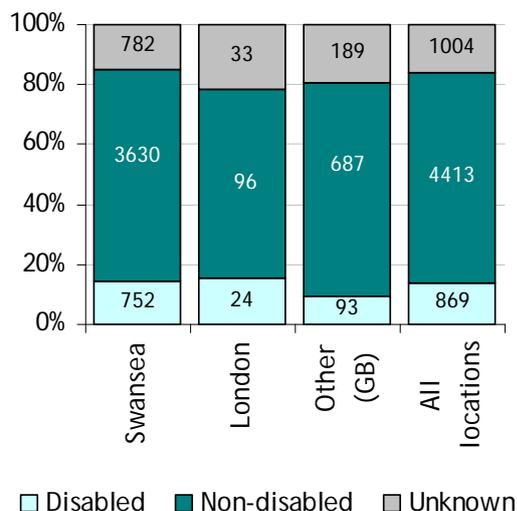
### 3.2.3 Disability by location

#### **DVLA as a whole**

84.0% of staff declared themselves disabled or non-disabled<sup>9</sup>. Of these, 16.5% declared themselves disabled; this was similar across all locations, as shown in the following chart.

<sup>9</sup> 6.4% of staff preferred not to declare their disabled status, and it was unknown for a further 9.6%. For the purposes of the analysis in this chapter, these two categories are combined into 'Unknown'.

**Staff in Post by Location and Disabled Status**



**Swansea**

84.9% of Swansea staff declared themselves either disabled or non-disabled.

Where disabled status was known, this was compared to that of the local working-age population. The proportion of disabled staff in Swansea was significantly lower than that of the local working-age population<sup>10</sup> (17.2% compared with 25.6%).

The proportions of disabled staff working in operational roles (14.9%) and non-operational roles (13.1%) were both significantly lower than that of the local working-age population (25.6%).

**London & Other locations**

The proportions of disabled staff in Other locations (9.6%) were also significantly lower than that of the GB working-age population. However, the proportion of disabled staff in London (15.7%) was not significantly different to that of the local

<sup>10</sup> For the disabled status of the working-age populations, the definition of disabled includes both those with a disability covered by the Disability Discrimination Act and those with a work-limiting disability.

working-age population. Both results were also true for operational staff.

The numbers of non-operational staff were too small for analysis to be possible.

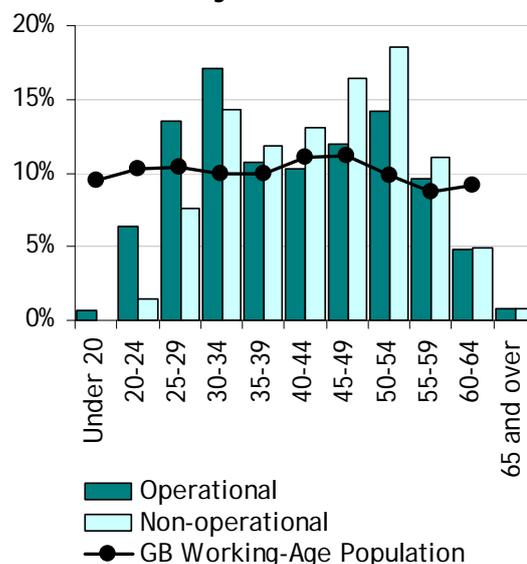
**3.2.4 Age by location**

**DVLA as a whole**

The age profiles of DVLA were compared with that of the local working-age populations, which covers those aged between 16 and 64 years old. 7.3% of DVLA staff in post were 65 and over and were excluded from this analysis.

The age profiles of operational and non-operational staff differed slightly, as shown below.

**Age distribution of staff by job role**



As in previous years, two clear peaks can be seen in both age profiles: one around 30-34 years and a second around 50-54 years.

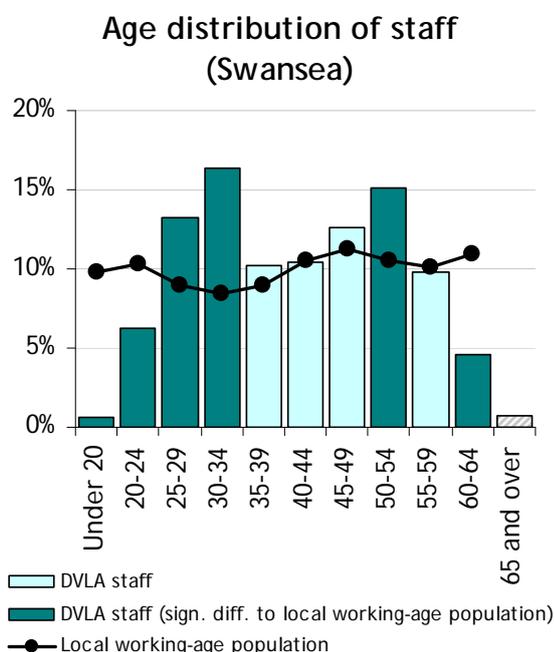
The younger peak was greater for operational staff, whereas the older peak was greater for non-operational staff. This is reflected in the average ages, which were 40.9 and 44.0, respectively.

### Swansea

The age distribution of DVLA staff in Swansea was similar to that for the Agency as a whole.

The graph below shows the distribution compared to that of the local working-age population (shown as a line).

The age ranges that had significantly fewer or more staff than expected, compared with the local working-age population are represented by the darker bars.



There were significantly fewer DVLA staff aged under 25 and 60-64 years than in the local working-age population, and significantly more in the two peaks and in the 25-29 age band.

When the age distributions of operational and non-operational staff were compared to those of the local working-age population, both job roles were found to have significantly:

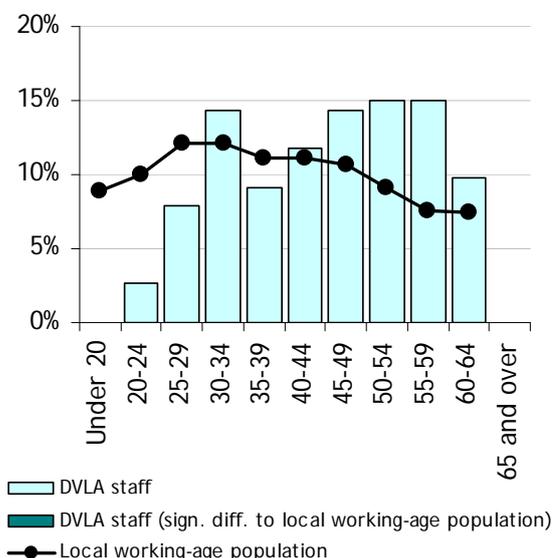
- fewer staff aged under 20, 20-24 and 60-64; and
- more staff aged 30-34.

Additionally, operational staff had more staff aged 25-29 and 50-54 than expected, whereas non-operational staff had more staff aged 45-49 and 50-54 than expected. This reflects the differences in the peaks of the age distributions mentioned previously.

### London

The next chart shows the age profile of DVLA staff in London compared with that of the local working-age population.

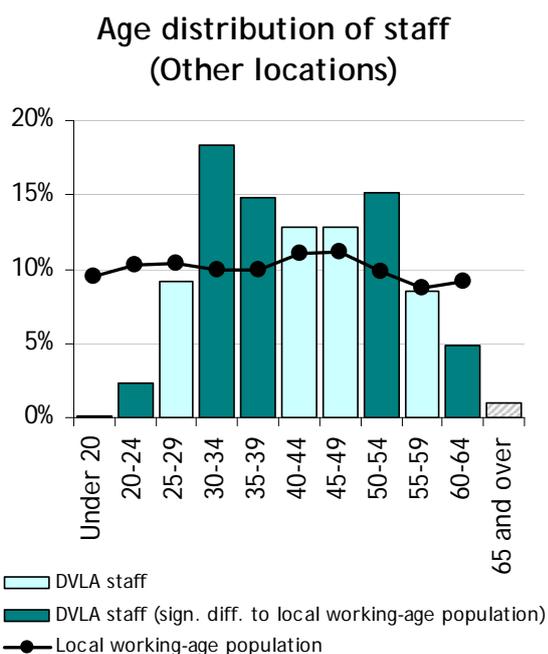
Age distribution of staff (London)



There were statistically fewer staff aged under 20 than expected, compared with the local working-age population.

### Other locations

The age profile of the 969 staff in other DVLA locations around Great Britain is below.



Again, statistical differences between the DVLA and the GB working-age population are highlighted by dark bars. There were:

- fewer staff aged under 25 and 60-64; and
- more staff aged 30-39 and 50-54 years

than expected compared with the GB working-age population.

### 3.3 Sexual orientation

The declaration rate for sexual orientation (including those who actively declared not to say) was 86.2%. A more detailed breakdown of responses is given below.

#### Sexual orientation of staff in post

	Number of staff in post	% of all staff in post	% of known sexual orientation
<b>Heterosexual</b>	1,435	22.8%	97.3%
<b>Lesbian, gay man or bisexual</b>	40	0.6%	2.7%

<b>Prefer not to say</b>	3,941	62.7%	-
<b>Unknown</b>	870	13.8%	-

### 3.4 Religion and belief

The declaration rate for religion and belief (including those who preferred not to say) was 80.8%. A more detailed breakdown is given below.

#### Religion/belief of staff in post

	Number of staff in post	% of all staff in post	% of known sexual orientation
<b>Declared a religion</b>	717	11.4%	74.0%
<b>No religion declared</b>	252	4.0%	26.0%
<b>Prefer not to say</b>	4,110	65.4%	-
<b>Unknown</b>	1,207	19.2%	-

### 3.5 Maternity leave

There were 117 staff on paid or unpaid maternity leave at the end of March 2013. 189 staff returned from maternity leave into the agency during the year.

## Chapter 4: Staff in post across pay bands

This chapter considers how the minority groups are distributed across the pay bands within the two main job types: operational and non-operational.

The analysis takes each pay band in turn and compares it with all the others.

In this section, for example, “significantly more females than expected” means that there were significantly more females compared with the other pay bands rather than the local working-age population.

### Key findings

- Proportions of race categories varied significantly by pay band.
- Tended to be more disabled staff in the lower pay bands.
- Younger staff tended to work in the lower pay bands.
- Part time staff were more likely to be female, older and to have declared their race, than full time staff.

### *Operational*

- Diversity profiles generally reflected the agency as a whole.
- 81.8% of operational staff were in PB1-2.
- Similar proportions of males and females across all pay bands.
- Fewer non-disabled staff than expected in PB1 and more in PB3. Fewer disabled staff than expected in PB4.
- Female staff tended to be older than male staff.
- Disabled staff tended to be older than other staff.
- 28.0% worked part time; more than expected in PB1 and fewer in PB3-6.

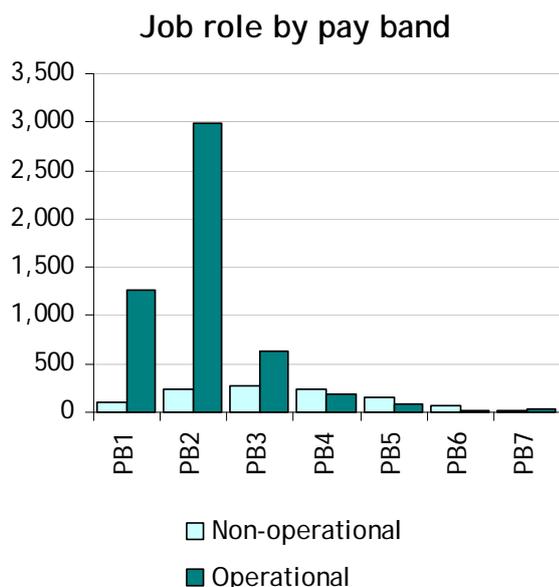
### *Non-operational*

- Generally, more evenly throughout distributed across the pay bands.
- More males than expected in PB1 and more females in PB2-3.
- Fewer disabled staff than expected in PB5 and PB7.
- 18.8% worked part time; more than expected in PB2 and fewer in PB4-6.

## 4.1 Distribution of staff by diversity group

The following sections describe how staff in each diversity group were distributed across the pay bands in DVLA.

The graph below shows the number of staff in each pay band.



The majority of operational staff (81.8%) were in PB1 and PB2, whereas non-operational staff were distributed more evenly across the pay bands.

### 4.1.1 Sex distribution

Across DVLA as a whole, there were more females (62.4%) than males (37.6%).

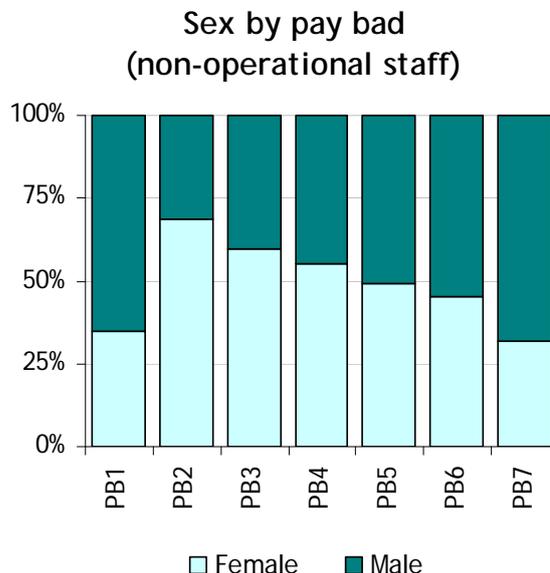
The proportion of females was significantly higher for operational staff (63.9%) than for non-operational staff (55.6%).

#### **Operational**

The proportions of males and females were compared by pay band and no significant differences were found.

#### **Non-operational**

The proportions of males and females working in non-operational roles varied across the pay bands.

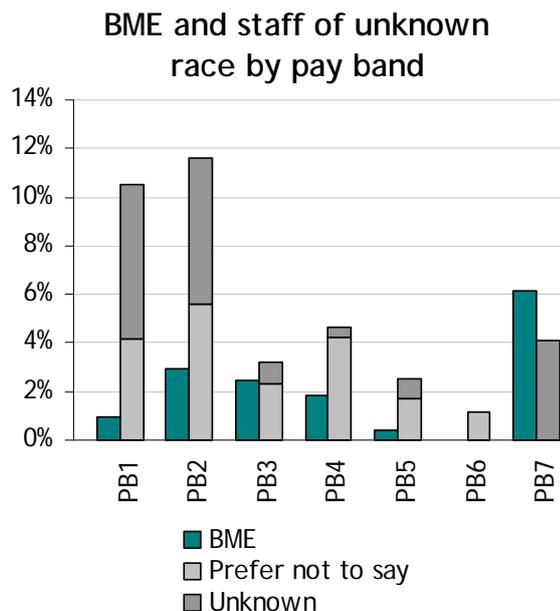


There was a significantly higher proportion of males than expected in PB1 (65.3%) compared with other pay bands. Conversely, there were significantly higher proportions of females in PB2 (68.8%) and PB3 (59.8%), although the result for PB3 was less statistically significant.

### 4.1.2 Race distribution

The majority of staff declared themselves white (88.6%) and this was significantly higher for non-operational staff (94.6%) than for operational staff (87.3%).

Race distribution varied considerably by pay band, as shown below.



‘Prefer not to say’ and ‘Unknown’ were combined into a single ‘Unknown’ category. The proportions of unknown, BME and white staff were then compared across the pay bands.

There were significantly lower proportions than expected of:

- BME staff in PB1;
- white staff in PB2; and
- staff of unknown race in PB3.

Additionally, the proportions of white staff were significantly higher than expected in PB5 and PB6 (although the latter result was less statistically significant than the others).

**Operational**

The distribution of operational staff by race was similar to that of DVLA as a whole. The only other additional significant difference was that there were more white staff than expected in PB4 compared with other pay bands, although this was less statistically significant.

**Non-operational**

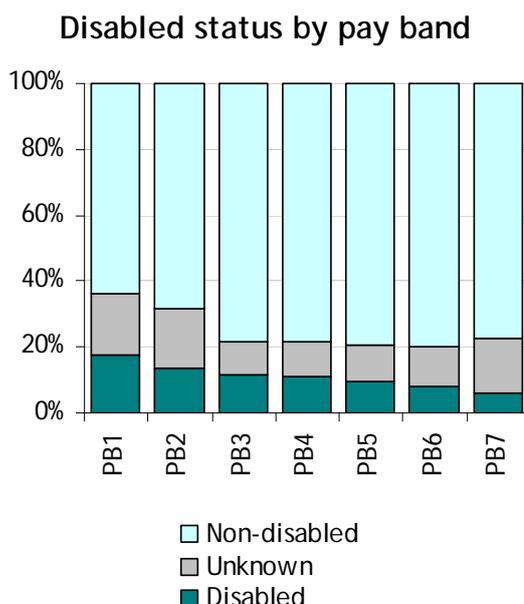
There were fewer differences in the race distribution between the pay bands for non-operational staff.

The only significant differences were that: the proportion of staff of unknown race was higher in PB2 and lower in PB3 than expected, compared with other pay bands.

**4.1.3 Disability distribution**

13.8% of staff declared themselves disabled and 70.2% declared themselves non-disabled. As for race, the ‘Unknown’ (9.6%) and ‘Prefer not to say’ (6.4%) categories for disabled status were combined for the purposes of the analysis in this chapter.

The proportions of staff declaring themselves to be disabled, non-disabled or of unknown disabled status were compared across the pay bands. As shown in the graph below, there tended to be more disabled staff in the lower pay bands and fewer in the higher pay bands.



The proportion of non-disabled staff was lower than expected in PB1, and higher than expected in PB3 and PB4.

There were fewer disabled staff than expected in PB5 and PB7, compared with other pay bands, but these results were less statistically significant than those in the previous paragraph.

**Operational**

The distribution of disabled statuses across operational staff reflected that of DVLA as a whole for PB1-PB4, with the following significant results being found:

- Fewer non-disabled staff in PB1 than expected;
- More non-disabled staff in PB3 than expected; and
- Fewer disabled staff than expected in PB4.

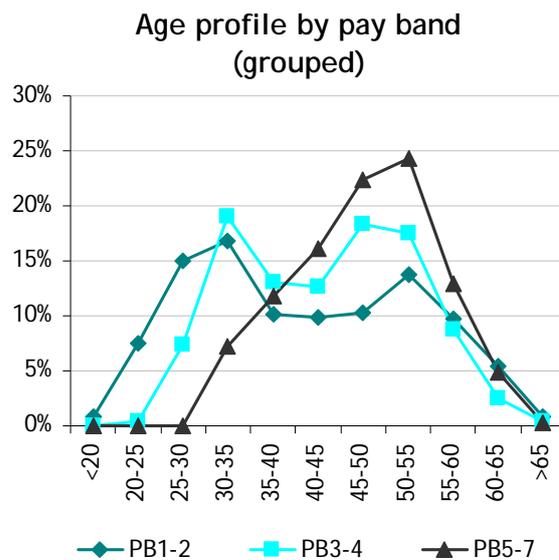
However, no significant differences were found in the distribution of disabled status across PB5-PB7.

**Non-operational**

The distribution of disabled statuses across non-operational staff was similar across all of the lower pay bands. In PB7, there were fewer disabled staff than expected, compared with other pay bands. This was also the case for PB5, although this was less statistically significant.

**4.1.4 Age distribution**

As previously discussed in section 4.1.4, the age distribution of DVLA staff shows two distinct peaks and differs by job role. However, it also differs by pay band, as shown in the following chart.



The distributions for PB1-2 and PB3-4 each show the two peaks (one around 30-35 years and another around 50-55 years). The distribution for PB5-7 has only one peak and has no staff under 30 years of age.

This is reflected in the results of the pay band analysis, where there was a significantly higher proportion of younger staff in PB2 compared to the other pay bands and a significantly higher proportion of older staff in PB4-7.

**4.1.4.1 Age/Sex**

The age distributions of males and females were significantly different, with more males aged 35-39 and more females aged 50-59 than expected.

**Operational**

When operational staff were considered on their own, there were even more differences between the age profiles of males and females. There were:

- fewer females aged 25-39; and
- more females were aged 45-59 than expected.

**Non-operational**

There were no significant differences in the age profiles of males and females in non-operational roles.

**4.1.4.2 Age/Race**

The age profiles of white and BME staff in DVLA were similar.

**4.1.4.3 Age/Disability**

The age profiles of disabled and non-disabled staff were found to be significantly different. Staff aged 20-24 (1.2%), 25-29 (7.0%) and 30-34 (11.2%) had lower proportions of disabled staff than expected compared to other age bands, and the staff aged 55-59 (14.5%) had a higher proportion than expected.

**Operational**

Reflecting the differences in DVLA as a whole, the proportion of operational staff who declared themselves disabled was lower than expected for those aged 20-34 compared with other age bands.

**Non-operational**

The age profiles of disabled and non-disabled staff in non-operational roles were similar.

**4.1.5 Working pattern**

Over a quarter (26.4%) of DVLA staff worked part time. This figure was significantly higher for operational staff (28.0%) than non-operational staff (18.8%).

**Operational**

When the working patterns of each pay band were compared with one another, more operational staff in PB1 worked part time than expected. Conversely, there were more full time operational staff than expected in PB3-PB6.

Part time operational staff were more likely to be female, older, and to have declared their race than full time operational staff.

**Non-operational**

For non-operational staff, the differences by pay band were slightly different from operational staff, with more part time staff than expected in PB2 and more full time staff than expected in PB4-PB6.

The diversity characteristics more likely for part time than full time non-operational staff were the same as those for operational staff (female, declared race, older), although the result relating to age was less statistically significant than sex and race.

## Chapter 5: Year on year comparisons

This chapter looks at how DVLA has changed in terms of diversity in the year since the last Equality Monitoring report one year ago. The analysis compares the age, sex, race, disabled status, working pattern, religion/belief, sexual orientation and pay band of staff in post on 31<sup>st</sup> March 2012 with that of those in post on 31<sup>st</sup> March 2013. Only statistically significant differences between the two are discussed below.

### **Restructuring in DVLA**

As a part of the current restructuring process, a number of local offices in non-Swansea locations closed in October 2013. This will not impact upon this year's data, but should be taken into consideration next year (2013/14).

### **Key findings**

- DVLA has grown by 7.3% in 2012/13.

#### **Operational**

- Staff in post increased by 8.5%.
- Increase in staff of unknown race, older staff, and those declaring themselves to be heterosexual.
- Although less significant, there was an increase in staff of unknown disabled status.
- Significant changes in diversity profiles only seen in PB1-4.

#### **Non-operational**

- Staff in post increased by 2.1%.
- Significant increases in staff of unknown race and those who worked part time.
- Significant changes in diversity profiles only seen in PB5.

## 5.1 Year on year comparison

### 5.1.1 Staff numbers

There has been a 7.3% increase in the number of staff in post between 31<sup>st</sup> March 2012 and 31<sup>st</sup> March 2013.

Both job roles saw an increase in staff numbers over the past year, although this was much greater for operational staff (8.5%) than non-operational staff (2.1%).

### 5.1.2 Change in diversity profile

#### **Operational**

The diversity characteristics of operational staff in post on 31<sup>st</sup> March 2013 were compared with those of staff in post on 31<sup>st</sup> March 2012. There had been a significant increase in the proportion of:

- Staff of unknown race; and
- Older staff; and
- Heterosexual staff.

Additionally, there was an increase in the proportion of staff of unknown disabled status, although this change was less statistically significant.

When the pay bands were compared, there were only significant changes in PB1-4. All of these pay bands had a significant increase in the proportion of staff of unknown race, whilst PB1-2 also had an increase in the proportion of older staff (although this was less statistically significant than the race finding). There were decreases in the proportion of staff of unknown sexuality in PB2-3.

***Non-operational***

Between 31<sup>st</sup> March 2012 and 31<sup>st</sup> March 2013, the proportion of non-operational staff of unknown race increased significantly, as did the proportion of staff working part time.

When pay bands were considered separately, differences between the two years were only found for PB5 (an increase in staff of unknown race).

## Chapter 6: Recruitment

This chapter considers the equality mix of candidates applying for roles within DVLA in 2012/13.

Recruitment analysis has been split into two sections:

- The first section compares candidates with local working-age populations. These are all campaigns that have been advertised outside the agency.
- The second section looks at the success of candidates through the various stages of recruitment: sift, online assessment (for some PB2 posts only) and interview.

Since 2010, the DfT Resourcing Group (DRG) have managed all of DVLA recruitment, and data is held on their behalf by DfT Shared Services<sup>11</sup>. Data was collected for all recruitment campaigns launched outside the agency during 2012/13.

This year, recruitment data does not include campaigns that were advertised only within the Agency as the majority are now handled by individual business units without DRG's involvement.

### Key findings

#### *Diversity of applicants*

- 9,464 applications were made during 2012/13 – nearly 7,000 more than last year.
- 82.8% were to posts in **Swansea**; there were more female applicants than expected.
- 2.0% were for posts in **London** (all PB2). There were more BME applicants than expected.
- 15.2% were for posts in **Other GB locations** (all PB2). There were more male applicants than expected.
- Fewer disabled applicants than expected applied to posts at all locations.

#### *Success rates through the recruitment process*

The results by pay band will be at least partially due to differences in the volume of applicants for each band.

- 37.8% were successful at **sift**. Applicants to PB1, PB2 or PB6 were more likely to be successful.
- 506 PB2 applicants had an **online assessment**; 47.8% were successful. Non-disabled applicants were more likely to be successful.
- 35.0% of **interviewees** were successful. Applicants to PB1 were less likely to be successful.
- 98.3% of successful interviewees were **appointed**, equivalent to 6.2% of all applicants. Applicants to PB1, PB2 and PB3, and those with unknown religion/belief were less likely to be appointed.

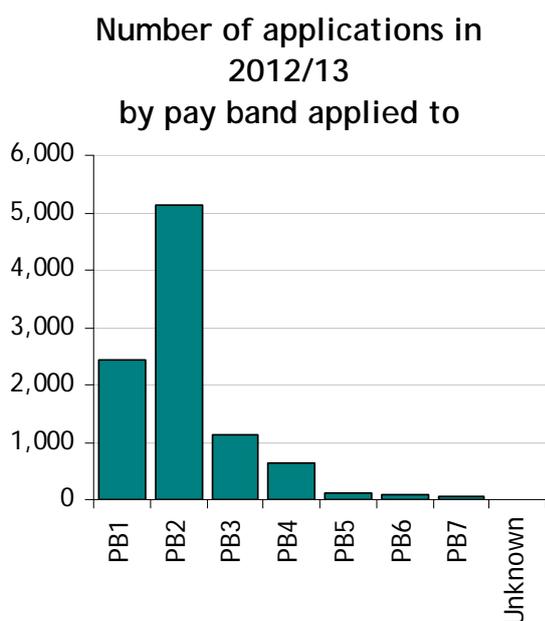
<sup>11</sup> Civil Service Recruitment started holding this data from mid March 2013.

## 6.1 Diversity of applicants

This section compares the profile of applicants with that of the local working-age population.

All of these applicants applied for posts that were advertised outside DVLA (even if they were already employees within the agency). This includes posts that were advertised across the DfT family, across the Civil Service and external to the Civil Service.

9,579 applications were made for posts in DVLA between 1<sup>st</sup> April 2012 and 31<sup>st</sup> March 2013. Most of these were for operational, PB1 and PB2 roles based in Swansea (57.3%).



1.3% of these applications had no information on the applicant's sex and were excluded from the analysis in this chapter, leaving a total of 9,464 applications to be analysed.

### 6.1.1 Swansea

82.8% of the applications analysed were for posts in Swansea (7,837 applications). This section compares the diversity characteristics of these

applicants with those of the local working-age population.

#### Sex

Of those whose sex was known, the proportion of applicants who were female was significantly higher than expected (54.8%), given the proportion in the local working-age population (50.1%). This was also true for applicants to PB1, PB2 and PB3 posts when considered separately. As a majority of applications were made to posts in these lower pay bands, it is understandable that the results for DVLA as a whole reflect them.

In contrast, significantly fewer females applied for PB7 posts than expected (20.3%), given that 50.1% of the local working-age population were female.

The proportions of males and females applying to posts in PB4, PB5 and PB6 were reflective of those in the local working-age population.

#### Race

The majority of applicants (80.4%) either did not declare their race or preferred not to say. This proportion was so high that no further analysis was undertaken as the sample would not be representative.

#### Disabled status

3.2% of applicants did not declare or had an unknown disabled status and were excluded from this analysis, leaving 7,588 applications to be analysed in this section.

4.5% of applicants declared themselves to be disabled, which was significantly lower than the proportion in the local working-age population (25.6%). This was also true for all pay bands, although at a lower level of statistical significance for PB6 and PB7.

## 6.1.2 London

There were 185 applications to posts in London, all of which were in PB2.

### **Sex**

42.7% of applicants were female, which was not significantly different to the proportion in the local working-age population (50.2%).

### **Race**

70.3% of London applicants declared themselves white or BME. 92.3% of those who declared were BME, which was significantly higher than the proportion in the local working-age population (33.2%), although it should be noted that this is likely to have been impacted upon by the relatively low declaration rate.

It may also have been affected by a database issue (see 2.4) that resulted in some BME or white responses being recorded as unknown. Even so, the proportion of BME applicants would be at least 64.9%, which is significantly higher than the proportion in the local working-age population.

### **Disabled Status**

98.4% of applicants declared their disabled status. 5.5% of these declared themselves disabled, which was significantly lower than the proportion in the local working-age population (17.7%).

## 6.1.3 Other locations

1,442 applications were made to other locations around Great Britain, all of which were for posts in PB2. This section compares their diversity characteristics with those of GB as a whole.

### **Sex**

54.3% of applicants were male, which is significantly more than in GB (50.2%), although this difference is less statistically significant than the race and disability findings noted in this section.

### **Race**

Only 27.9% of applicants declared their race, which was too small a sample to provide meaningful results.

### **Disabled status**

97.1% of applicants declared their disabled status. Of these, the proportion of applicants that declared themselves disabled (4.8%) was significantly lower than the proportion across GB as a whole (20.8%).

## 6.2 Sift to Appointment Analysis

This section compares the profile of applicants who were successful at sift, online assessment and interview with those who were unsuccessful, followed by a comparison of all applicants who were offered a job with those who were not.

A diagram showing the routes through these stages can be found in Annex C.2.

All applications were included in this analysis, regardless of where the post was located. 105 applications were excluded where no information was available on the sex of the applicant. Likewise, applications lacking information on the outcome of any stage of the recruitment process (sift, interview, assessment or appointment) were excluded from the analysis at that particular stage (this would include, for example, those who withdrew).

Additionally, the **race** of applicants was not considered in the analysis, as the

declaration rate was too low for the results to be useful.

Most of the differences found between successful and non-successful applicants to each stage were related to pay band rather than any diversity characteristic. These results should be considered with caution, as they will have been affected by the volume of applications and posts available at each pay band.

### 6.2.1 Sift

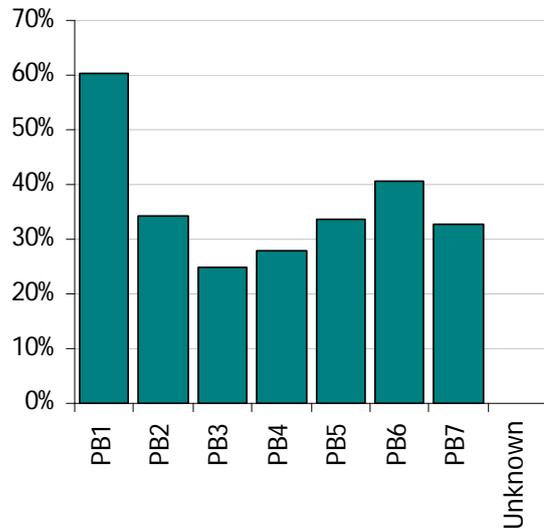
#### Results of Sift

Result	Count	% of all applications (with known sex & result)
Successful	3,152	37.8%
Unsuccessful	5,179	62.2%
<b>Total</b>	<b>8,331</b>	<b>100.0%</b>

Of the 8,331 applicants where a sift result was known, just over a third (37.8%) were successful, compared with 62.2% who were not.

Successful applicants were significantly more likely to be applying for a post in PB1, PB2 or PB6 (although the result for PB6 was less statistically significant than the others).

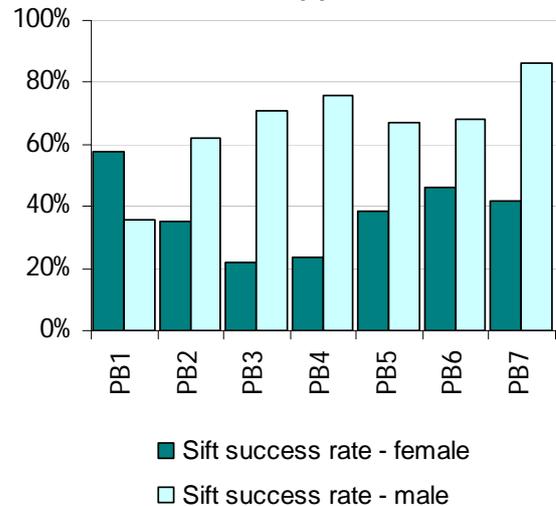
Success rate at sift by pay band applied to



The data on sift outcome was also analysed by pay band.

The most significant result was in PB5, where successful applicants were more likely than expected to have an unknown disabled status. They were also more likely than expected to be heterosexual, although this was less statistically significant than the result relating to disabled status.

Success rate at sift by pay band applied to & sex of applicant



Other results at this lower level of statistical significance included that successful applicants to posts in PB1, PB3, and PB4 were more likely to be male than expected; and successful applicants to PB7 were more likely to be non-disabled than expected.

### 6.2.2 Online Assessment

#### Results of Online Assessment

Result	Count	% of all assessments (with known sex & result)
Successful	242	47.8%
Unsuccessful	264	52.2%
<b>Total</b>	<b>506</b>	<b>100.0%</b>

506 applicants, all successful at sift, also took an online assessment. All of these were applying for posts in PB2. Just under half of the applicants were successful (47.8%).

Those who were successful were more likely to be non-disabled than expected, but this was, again, at a lower level of statistical significance.

### 6.2.3 Interview

1,440 applicants who passed the sift had an unknown result at interview and are excluded from the analysis in this section. Examples of why this may have been include: applicants had an online assessment and were unsuccessful, or were offered an interview, but did not attend.

#### Results of Interview

Result	Count	% of all interviews (with known sex & result)
Successful	600	35.0%
Unsuccessful	1,112	65.0%

<b>Total</b>	<b>1,712</b>	<b>100.0%</b>
--------------	--------------	---------------

Of the remaining 1,712 applicants, just over a third (35.0%) were successful at interview. Successful applicants were significantly less likely to be applying for a PB1 post.

#### Success by pay band

The diversity of applicants who were successful at interview were compared with those who were not at each pay band. No significant differences were found for at PB4, PB5 or PB6. The number of interviewees for PB7 posts was too small for analysis to be possible.

All of the significant differences that were found (listed below) were at a lower level of statistical significance than that when all pay bands were considered together. Applicants who were successful at interview for posts in:

- PB1 were more likely to be male than expected;
- PB2 were less likely to be heterosexual than expected; and
- PB3 were more likely to be male and non-disabled than expected, given the proportions who were interviewed.

### 6.2.4 Appointed (offered a job)

#### Results of applications

Result	Count	% of all applications (with known sex & result)
Successful	590	6.2%
Unsuccessful	8,853	93.8%
<b>Total</b>	<b>9,443</b>	<b>100.0%</b>

Nearly all (98.3%) of the 600 applicants who were successful at interview, were appointed. This is equivalent to 6.2% of

all applicants (for whom a result and their sex was known).

Applicants who were appointed were less likely to be applying to a post in PB1 or PB2 than other pay bands.

Successful applicants were less likely to have an unknown or undeclared religion or belief compared with unsuccessful applicants.

Successful applicants were less likely to have applied for a post in PB3, although this was at a lower level of statistical significance than the results for PB1-2.

### ***Success by pay band***

This year, analysis was possible at pay band level for all bands other than PB7, where the sample size was too small.

Successful applicants applying to posts at:

- PB1 were more likely to be male and less likely to have an unknown sexual orientation;
- PB3 were more likely to be male and non-disabled

than expected. All of the second results noted above (i.e. sexual orientation and non-disabled) were significant at a lower level of statistical significance than the first results.

## Chapter 7: Ceased employment

This chapter compares the profile of staff who left DVLA during 2012/2013 with that of the staff in post at the end of the reporting year.

### Key findings

- 354 staff left DVLA during 2012/13 (6.0% of staff in post at the start of the reporting year).

#### Operational

- More operational staff leavers were:
  - in PB2
  - male; and
  - BME

than expected, given proportions of staff in post.

#### Non-operational

- Leavers had similar diversity profiles to staff in post.
- However, there were slightly more leavers from PB1 than would be expected, compared with other pay bands.

### 7.1 Ceased employment

354 staff left DVLA during 2012/13, equivalent to 6.0% of staff in post at the end of the previous reporting year.

This figure was slightly higher for operational staff (6.4%) than for non-operational staff (4.3%), but not significantly so.

The diversity characteristics of staff that left the agency in 2012/13 were compared with staff in post. Where significant differences were found, these

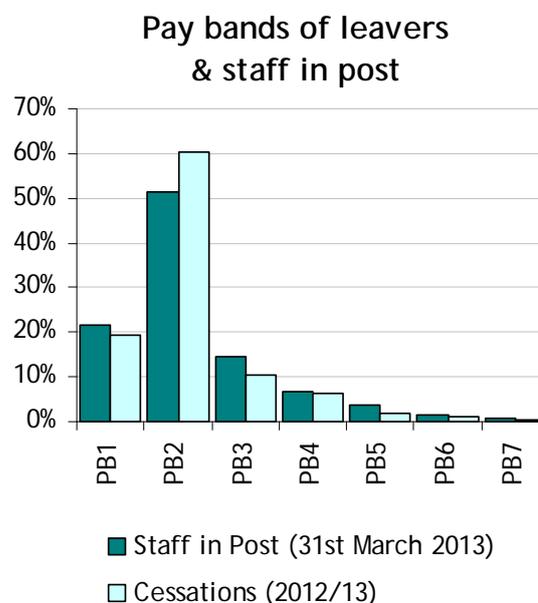
are detailed below, with more statistically important differences noted first.

### 7.2 Operational

308 operational staff left the agency during the previous year. The majority of these (89.0%) were voluntary cessations<sup>12</sup>.

#### Pay band

The most statistically important change in diversity between the staff in post and those who left during the previous year was pay band, with the proportion of leavers from PB2 (60.5%) significantly higher than expected.



#### Sex

The next most significant difference related to sex, with a higher proportion of males leaving than expected (46.6% of leavers were male, compared with 44.4% of staff in post).

<sup>12</sup> This category includes: resignations, retirements and transfers to other government departments.

**Race**

4.9% of leavers were BME, significantly higher than the proportion of BME staff in post (2.4%). It is worth noting, however, that this difference is less statistically significant than the PB2 and male differences.

**Factors with no significant differences**

No significant differences between operational staff in post and those who left DVLA in 2012/13 were found in the following characteristics:

- Age;
- Working pattern (full time/part time);
- Disabled status;
- Religion/belief; and
- Sexual orientation.

operational leavers were found in the following characteristics:

- Sex;
- Race;
- Disabled status;
- Age;
- Working pattern (full time/part time);
- Religion/belief; and
- Sexual orientation.

### 7.3 Non-operational

46 non-operational staff left DVLA in 2012-13. The majority of these (85.1%) were voluntary cessations<sup>13</sup>.

The diversity characteristics of non-operational leavers and staff in post were more similar than for operational staff, with only one factor (pay band) being significantly different.

**Pay band**

More staff from PB1 left the agency than expected (19.6%, compared with 8.7% PB1 staff in post). However, this factor was less statistically significant than the same difference for operational staff (relating to PB2).

**Factors with no significant differences**

No significant differences between non-operational staff in post and non-

---

<sup>13</sup> This category includes: resignations, retirements and transfers to other government departments.

## Chapter 8: Performance assessment

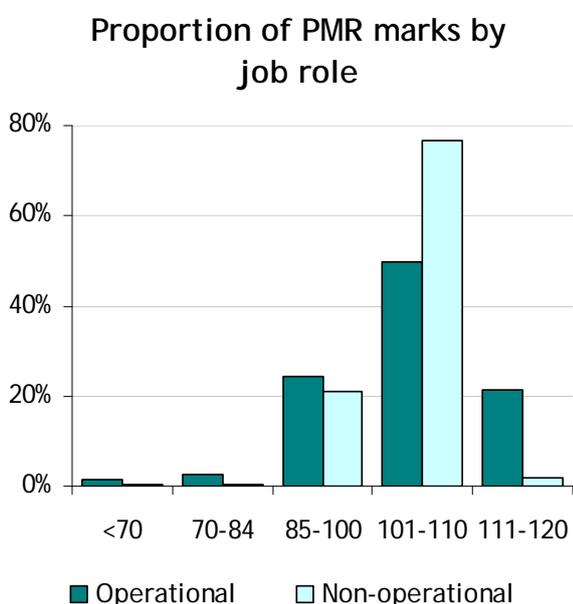
This chapter looks at the Performance Management Reports (PMRs) for the reporting year ending 31<sup>st</sup> March 2013.

Based upon their performance during the year, staff were given a PMR stating a continuous mark between 0 and 120, where a mark of 70 or above would qualify staff for a performance award<sup>14</sup>.

These continuous marks were analysed against diversity factors (sex, race and disabled status), as well as pay band, age, job role and the number of days of sickness absence.

### 8.1 DVLA Overall

5,720 PMR records were available for the year 2012/13. A vast majority (98.6%) were 70 or above, the qualifying mark for a performance award.



<sup>14</sup> Where a member of staff has been promoted toward the end of the reporting year, their recorded performance mark may have related to their time in the lower pay band rather than the current pay band. However, the analysis is based on their current pay band.

### Key findings

- 5,720 PMR marks were received in 2012/13, 98.6% with a mark of 70 or above.
- For both **operational and non-operational staff**, the number of days of sickness absence was the most important factor: staff with more sickness absence were less likely to achieve a higher PMR mark.

#### Operational staff

- Staff in PB1 were less likely to achieve a higher PMR mark than those in other pay bands.
- Non-disabled staff, female staff, and full-time staff were more likely to achieve a higher PMR mark.

#### Non-operational staff

- Staff in PB1 and PB2 were less likely to achieve a higher PMR mark than those in other pay bands.
- Female staff and full-time staff were more likely to achieve a higher mark than their colleagues.

The majority of PMR marks for both job roles were between 101 and 120, although the proportion achieving a mark over 110 was much higher for operational staff (21.5%) than non-operational staff (1.8%).

### 8.2 Operational staff

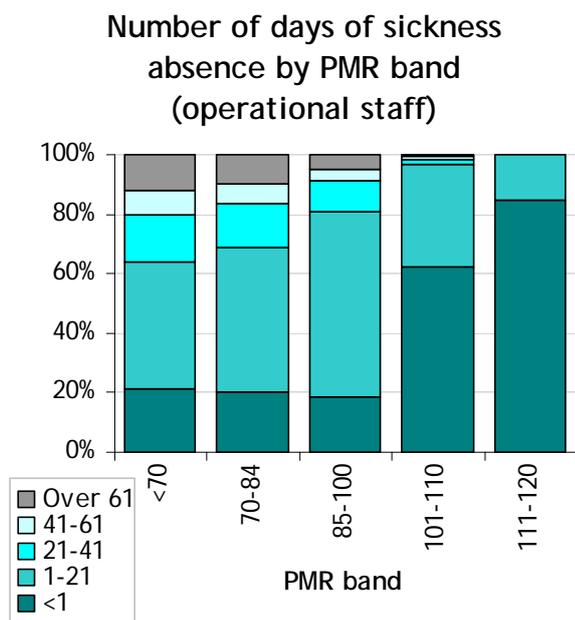
4,668 records were available for operational staff, with 98.4% achieving a mark of 70 or higher.

The following factors, in order of statistical importance, were found to affect the likelihood of a member of staff achieving a higher PMR mark.

**Sickness absence**

The most important factor was the number of days of sickness absence: staff who had more days were significantly less likely to achieve a higher PMR mark than their colleagues.

This is shown in the chart below; the proportions of staff in each PMR band who had more days of sickness absence decreases as the PMR marks increase.



When pay bands were considered separately, sickness absence was also the most important factor for PB1-4 and PB7.

**Pay band**

After sickness absence, the next most important factor was pay band, with staff in PB1 significantly less likely to have achieved a higher PMR mark than their colleagues: 58.4% of PB1 staff achieved a PMR mark of 101 or more, compared with 80.3% for all other pay bands.

**Disabled status**

Non-disabled staff were significantly more likely to achieve a higher mark than disabled staff or those with an unknown disabled status. This was also the case

for PB2, and PB1, but at a lower level of statistical significance than for PB2.

Disabled staff in PB4 were significantly less likely to achieve a higher PMR mark than their PB4 colleagues.

**Sex**

Female staff were more likely to achieve a higher PMR mark than male staff. This was the case for PB2 and, at a lower level of statistical significance, for PB1 and PB3, too.

It is worth noting that in the higher pay bands (PB6-7), although more males received higher PMR marks than females, this difference was not statistically significant.

**Working pattern**

Full-time staff were more likely to achieve a higher PMR mark than their part-time colleagues. This was also true for PB1 and PB2 when they were considered separately.

**Other factors at pay band level**

Although not significant for operational staff overall, having one or more reportees (i.e. line managing members of staff who received a PMR mark) was found to be significant for PB5: staff that had one or more reportees were more likely to achieve a higher PMR mark.

**8.3 Non-operational staff**

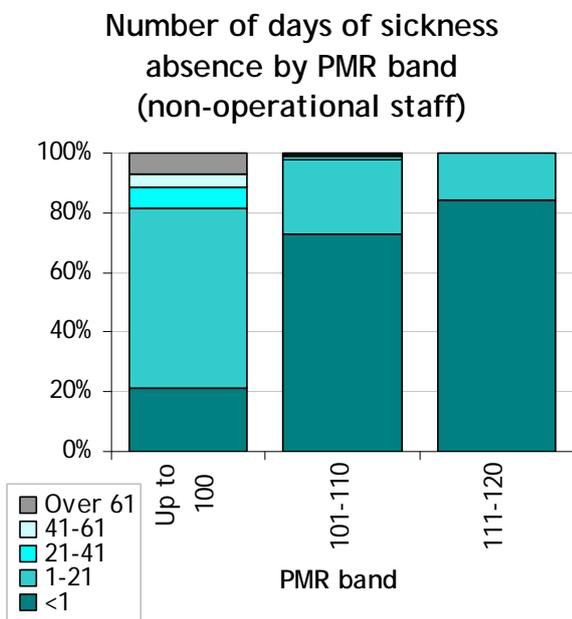
1,052 reports were available for non-operational staff, nearly all (99.7%) of which achieved a mark above 70.

As before, the following factors were found to significantly affect the likelihood that staff would achieve a higher mark.

**Sickness absence**

As for operational staff, the most important factor was the number of days

of sickness absence: staff who had more days of sickness absence were less likely to achieve a higher PMR mark than their colleagues.



When the pay bands were considered separately, sickness absence was also the most significant factor distinguishing those with higher PMR marks in PB1-PB5.

**Pay band**

The next most important factor was pay band, with PB1 and PB2 staff less likely to have achieved a higher PMR mark than those in other pay bands.

**Sex**

Female staff were more likely to achieve a higher mark than male staff. This was also true for PB5, when considered separately, and PB2 and PB4, but at lower level of statistical significance.

It is worth noting that in some pay bands (PB3, PB6-7), although more males received higher PMR marks than females, this difference was not statistically significant.

**Working pattern**

Full-time staff were significantly more likely to achieve a higher PMR mark than part-time staff. This was also true for PB4 and PB5, when considered separately.

**Other factors at pay band level**

Some factors were found to be significant within individual pay bands, but were not significant for non-operational staff overall. Staff were more likely to achieve a higher PMR mark in PB2 and PB6 if they were non-disabled (as opposed to disabled or of unknown disabled status). PB6 staff who had one or more reportees also tended to achieve a higher PMR mark.

Additionally, although at a lower level of statistical significance, for PB3 younger staff were more likely to achieve a higher mark than older staff and, for PB4, LGB staff were more likely to do so than their PB4 colleagues. However, it should be noted that the declaration rate for sexual orientation in PB4 was particularly low (24.8%), which would have impacted upon the latter result.

## Chapter 9: Learning and development

This chapter considers number of days of recorded training undertaken by each diversity group. For the purposes of this report, “training” refers to courses booked and recorded through DVLA’s Shared Services Portal or Civil Service Learning (CSL).

It was noted, however, that the number of days of training may have decreased since 2011/12, as DVLA staff were unable to access the CSL website from their work computers (although they could have accessed it from other computers).

Therefore, it is likely that the numbers stated here understates the total amount of learning and development activity actually undertaken.

### 9.1 DVLA as a whole

A total of 3,809 days of training were recorded by staff in 2012/13. This gives an average of 0.6 days per member of staff in post on 31<sup>st</sup> March 2013.

The results for operational and non-operational staff were different, and are considered separately below. Factors are given in descending order of statistical significance.

### 9.2 Operational

28.9% of operational staff recorded some training. They recorded a total of 2,721 days of training, equivalent to 0.5 days per person.

Operational staff who had unknown/undeclared race and those who worked full time were more likely to have had some recorded training than their colleagues. In contrast, those who worked in PB1 or PB2, and those who

### Key findings

- On average, all staff had 0.6 days of recorded training in 2012/13.

#### **Operational staff**

- On average, had 0.5 days of recorded training.
- Staff with unknown/undeclared race and those who worked full-time were more likely to have had some training. Those in PB1 or PB2. those who had more days of sickness absence, and white\* staff were less likely to have had training.
- Staff in PB3-PB7 had more days of training than staff in PB1 and PB2, and full-time staff had more days training than their colleagues.
- White staff and those who had unknown/undeclared sexual orientation tended to have had fewer days training than their colleagues.

#### **Non-operational staff**

- On average, had 1.0 days of recorded training.
- Staff in PB5, younger staff, those of unknown/undeclared race\* and those who worked full-time\* were more likely to have had some training than their colleagues, whilst those who had more days of sickness absence were less likely to have had training.
- Younger staff and those in PB5 tended to have had more training than their colleagues.
- Those in PB2, white staff, and those who had more sickness absence tended to have had less training.

\* Less statistically significant than the other results.

had more days of sickness absence were less likely to have had any training. White staff were also less likely to have had any training than BME staff or those with an unknown/undeclared race, although this was less statistically significant than the previous results.

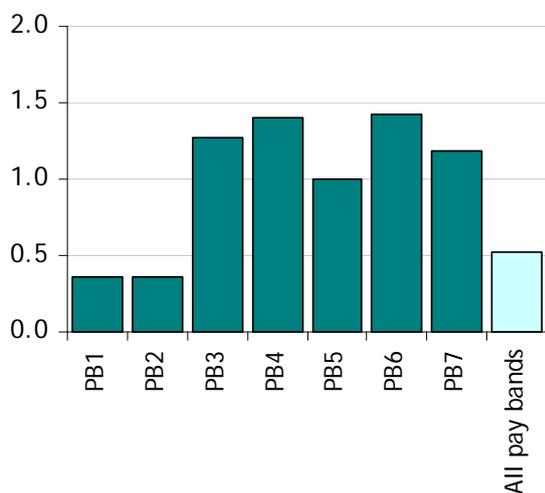
### 9.2.1 Training days recorded

This section looks at the number of days of training recorded, which ranged between 0 and 20.

#### Pay band

By far the most important factor related to the number of training days undertaken by operational staff was pay band: staff in PB3-PB7 were all significantly more likely to have had more days of training than their colleagues in PB1 and PB2.

Average number of days training by pay band (operational staff)



#### Race

White staff tended to have had fewer days training than their colleagues.

#### Working pattern

Full-time staff were more likely to have had more days of training than part-time staff.

#### Sexual orientation

Staff with an unknown or undeclared sexual orientation tended to have had fewer training days than staff who declared. It should be noted, however, that the majority of staff (76.5%) fell into this category and so this result should be treated with caution.

### 9.3 Non-operational

31.7% of non-operational staff recorded some training in 2012/13. They recorded a total of 1,088 days, equivalent to 1.0 days of training per person.

Staff in PB5 and younger staff were more likely to have had some training than their colleagues, whilst those who had more days of sickness absence were less likely to have had training. Additionally, although at a lower level of significance, staff with unknown/undeclared race and those who worked full time were more likely to have had some training than their colleagues.

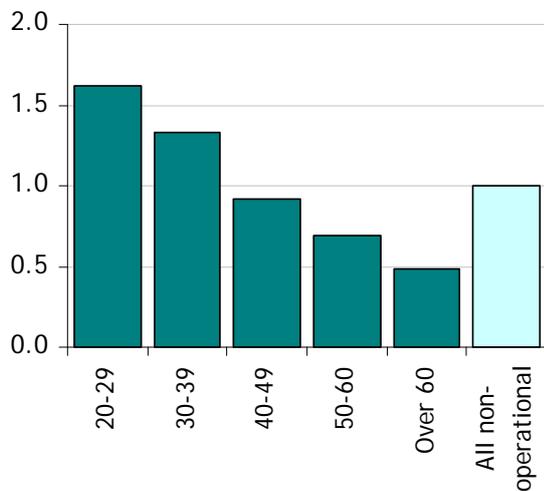
#### 9.3.1 Training days recorded

This section looks at the number of days of training recorded, which ranged between 0 and 15.

#### Age

The most important factor relating to the number of days training by non-operational staff was age, with younger staff significantly more likely to have had more days than older colleagues (please note that there were no non-operational staff aged under 20).

**Average number of days training by age band (non-operational staff)**



**Pay band**

Staff in PB5 had more days of training than their colleagues, and those in PB2 had fewer.

**Race**

As for operational staff, white staff had fewer training days than their colleagues.

**Sickness Absence**

Staff who had had more days of sickness absence tended to have had fewer days training.

## Chapter 10: Grievances and discipline

This chapter considers grievances and discipline cases by diversity group, looking at how representative they were of staff in DVLA.

Please note that individual staff may be involved in multiple cases, so the figures below do not necessarily reflect the number of staff involved.

The sample sizes for both grievance and discipline cases were too small for analysis by job role or pay band to be statistically valid.

### Key findings

- 2 grievance cases were brought against DVLA in 2012/13.
- There were 87 discipline cases.
- More discipline cases involved males than expected, given the proportion of male staff in post.

### 10.1 Grievance cases

Two grievance cases were brought against the agency in 2012/13.

This sample is too small to carry out statistical analysis of diversity characteristics.

### 10.2 Discipline cases

There were a total of 87 discipline cases in the agency in 2012/13.

Over half (60.9%) of these involved male staff, which is significantly more than the proportion of staff in post who are male (37.6%).

The disabled statuses, job roles and working patterns of staff involved in discipline cases were representative of the agency as a whole.

Analysis of staff involved in discipline cases by race and sexual orientation was not possible due to small numbers.

## Chapter 11: Sickness absence

This chapter considers days recorded absent due to sickness by each diversity group.

Data on days lost to sickness absence were supplied for all staff that were in post at the end of the reporting year (i.e. not including staff who had left DVLA during the year).

Both the likelihood of being absent due to sickness and the number of days recorded were analysed according to key diversity factors (sex, race and disabled status), as well as pay band, age and job type.

Only the factors that showed significant results are commented upon in this chapter.

The purpose of this analysis was to consider differences in sickness absence by diversity group. Like other analysis in this report, it applies to staff who were in post on 31<sup>st</sup> March 2013, excluding those on long term leave (except for staff on long term sick, who are included in this analysis). It therefore does not match the official sickness absence figures reported quarterly to the Cabinet Office, which should remain the official source.

The main difference with the Cabinet Office returns is that this analysis has not made adjustments for available working time – e.g. staff who have worked for less than the full year.

Note: Where part-time staff working shorter than standard days had been absent on one of their working days, a full day was recorded in the data rather than the actual hours they had been expected to work. We cannot identify individuals' actual working patterns to

make a suitable adjustment, so this means that the days quoted in the report may overstate the amount of sickness absence taken.

This issue does not arise for part-time staff working standard-length days.

### Key findings

- Staff had an average of 5.6 days of sickness absence in 2012/13.

#### **Operational staff**

- 5.7 days of sickness absence per person, on average.
- Staff in the following groups were more likely to have had some sickness absence: disabled, in PB2, female, younger, and part-time; staff of unknown/undeclared race were less likely to have had some.
- Staff in the following groups had more sickness absence: disabled; female; older; and part-time.
- Whereas those in the following groups had fewer: unknown/undeclared race; in PB3, PB5 or PB7.

#### **Non-operational staff**

- 4.9 days of sickness absence per person, on average.
- Staff in PB5-7 were less likely to have sickness absence, whereas younger staff were more likely to.
- Staff in the following groups had more days: female; disabled; in PB1 or PB3; and full-time.
- Whereas those in the following groups had fewer days: race unknown/undeclared; in PB5-6.

## 11.1 DVLA as a whole

### Cabinet Office Figures

Official Cabinet Office figures for sickness absence in DVLA are as follows:

<b>Average days of sickness absence (Average Working Days Lost)</b>	6.6
<b>% employees with sickness absence</b>	42.8%

As stated in the introduction to this chapter, the Cabinet Office figures should remain the official source of sickness absence figures for the DVLA. Any figures quoted from here on in are based on staff-in-post on the midnight of 31<sup>st</sup> March 2013 and do not include employees on long-term leave at this point in time (those with long-term sickness absence are included in the analysis).

Therefore any averages quoted will be different from the official Cabinet Office averages above.

### Equality monitoring sickness absence

On average, DVLA staff who were in post at 31st March 2013 had had an average of 5.6 days of sickness absence each in 2012/13.

2,721 staff had had some sickness absence during the reporting year. Of these staff (i.e. not including those who had no sickness absence), the average total days lost was 13.0 days.

## 11.2 Operational

43.5% of operational staff had some sickness absence in 2012/13. On average, all staff had 5.7 days per person.

Staff in the following groups were more likely to have had some sickness

absence during the year than their colleagues:

- Disabled than non-disabled and unknown/undeclared disabled status;
- PB2 than other pay bands;
- Female than male;
- Younger than older; and
- Part-time than full-time.

Additionally, staff with unknown or undeclared race were significantly less likely to have had any sickness absence than their colleagues.

Staff in PB1 were also more likely to have had some sickness absence than those in other pay bands, but this was less statistically significant than the factors noted above.

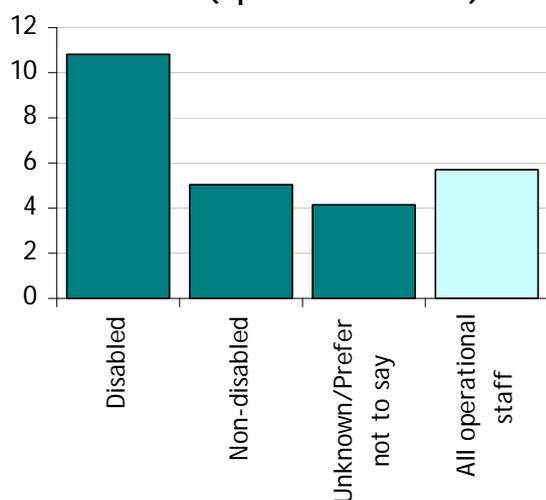
### 11.2.1 Amount of sickness absence

The following factors were found to be statistically linked to the number of days of sickness absence; they are given in descending order of importance.

#### Disabled status

The most important factor was disabled status, with disabled staff having significantly more sickness absence than non-disabled staff or those with an unknown or undeclared disabled status.

Average number of days of sickness absence by disabled status (operational staff)



**Race**

Staff with unknown or undeclared race tended to have fewer days of sickness absence (2.6 on average, compared with 5.0 for BME staff and 6.1 for white staff).

**Sex**

Female staff were more likely to have more sickness absence than male staff (6.5 on average, compared with 4.2).

**Age**

Older staff tended to have more days sickness absence than younger staff.

**Pay band**

Pay band was also found to be significant, with staff in PB3, PB5 and PB7 having had fewer days of sickness absence than those in other pay bands.

**Working pattern**

Part-time staff tended to have had more sickness absence than full-time staff, although this factor was less statistically significant than those mentioned previously.

**11.3 Non-operational**

38.2% of non-operational staff had some sickness absence in 2012/13. On average, they had 4.9 days per person.

Staff in PB7 and PB5 were significantly less likely to have some sickness absence than their colleagues:

Those in PB6 were also less likely to take any sickness absence, whereas younger staff were more likely to do so. Both of these two factors were less statistically significant than those for PB5 and PB7.

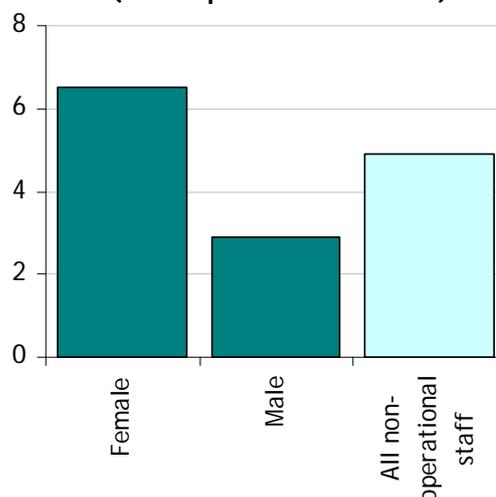
**11.3.1 Amount of sickness absence**

As above, the following factors were found to be statistically linked to the number of days of sickness absence; they are given in descending order of importance.

**Sex**

Female non-operational staff tended to have had more sickness absence than male non-operational staff, as shown below.

Average number of days of sickness absence by sex (non-operational staff)

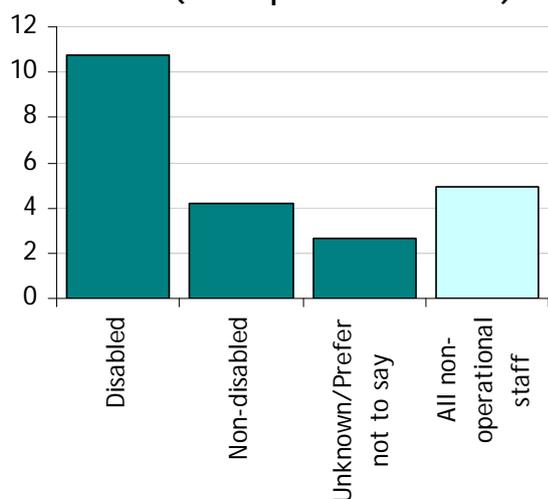


**Disabled status**

Disabled status was nearly as important as a member of staff’s sex, with disabled staff tending to have had more sickness absence than non-disabled staff or those with an unknown or undeclared disabled status.

was less statistically significant than those mentioned above.

Average number of days of sickness absence by disabled status (non-operational staff)



**Race**

As for operational staff, non-operational staff with an unknown or undeclared race tended to have had fewer days of sickness absence than their colleagues.

**Pay band**

Staff in PB5-6 tended to have had less sickness absence than those in other pay bands, whereas staff in PB1 tended to have more.

PB3 staff were also more likely to have more sickness absence than other pay bands, although this was less statistically significant than the result for PB1.

**Working pattern**

In contrast with the result for operational staff, full-time non-operational staff tended to have had more sickness absence than part-time staff. This factor

---

## Annex A: Notes on data

### A.1 Working-age populations

#### A.1.1 Reporting locations

To compare the diversity of staff in post with local working-age populations, we attached each building where staff were located to a Reporting Location, e.g. London, Swansea, etc. This means that all of the staff based in London, for example, were considered as being in one location, irrespective of which part of London they were located in.

For each Reporting Location we identified a catchment area and generated local working-age population figures based on data for that catchment area.

A catchment area would typically include the relevant Local Authority area for the Reporting Location, plus neighbouring Local Authorities, as agreed with each Agency. For example, for the London Reporting Location, we used the working-age population of all the London boroughs as well as those counties that border them.

#### A.1.2 Data sources

The UK population data at Local Authority<sup>15</sup> level is from the **Annual Population Survey (APS)**. This survey is a combined survey of households in Great Britain, updated quarterly and available at Local Authority level and above. It is a residence-based labour market survey which includes population and economic activity, broken down by sex, age, race, industry and occupation<sup>16</sup>.

The majority of DfT agencies have staff based only in Great Britain, but the Maritime and Coastguard Agency (MCA) also has staff working in Northern Ireland. In previous years, data for Northern Ireland was taken from the **Northern Ireland Labour Force Survey (NI LFS)**; however, this year, this data was also available as a part of the APS dataset.

Where a nationwide population comparison was required, for all agencies other than MCA, the GB working-age population (i.e. not including Northern Ireland) was used. For MCA, the UK working-age population was used.

APS data used in the 2012/13 Equality Monitoring reports was based on the one year period October 2011 - September 2012, and downloaded from [www.nomisweb.co.uk](http://www.nomisweb.co.uk) ("Nomis") on 7<sup>th</sup> May 2103.

#### A.1.3 Population

Population data at local authority level from the APS was combined with **mid-year (30 June) population estimates** for 2011 – the most recent year available. These were also available at Local Authority level and were based upon results from the 2011 Census with allowance for under-enumeration. These figures covered the entire population, not just the working-age population, so to estimate the working-age population (those aged

---

<sup>15</sup> Local authorities including County Councils rather than District Councils.

<sup>16</sup> Further information on the survey can be found at <http://www.ons.gov.uk/ons/about-ons/who-we-are/services/unpublished-data/social-survey-data/aps/index.html>

16-64 years) we took the number of males and females aged 15-64 years<sup>17</sup> (only five year age bands were available).

### A.1.4 Disabled status

The APS asks respondents whether they are currently DDA disabled, work-limiting disabled, both DDA disabled and work-limiting disabled, or not disabled. For this report, we have combined data on DDA disabled, work-limiting disabled, and both DDA and work-limiting disabled to calculate proportions of the working-age populations that are disabled.

Northern Ireland disability statistics from the NI LFS were obtained via Nomis.

### A.1.5 Race

APS data was available for the following ethnic groups:

- Mixed;
- Indian;
- Pakistani/Bangladeshi;
- Black/Black British; and
- Other.

For our analysis, we have combined all the above into a single BME category.

### A.1.6 Sickness absence data

For DfT(c) and all agencies, data was available on the number of days of recorded sickness absence for each member of staff, with one record per incidence.

#### ***Working pattern***

No adjustment has been made to absence records for part time staff. The analysis has been performed on the number of days absent (i.e. how many days of work were recorded as missed).

If the analysis suggests that part time staff had significantly more sickness absence, then we can be confident that this finding is correct. i.e. we are saying that they were absent for more actual calendar days than other staff- not making any allowance for the fact that they may have been due to work fewer calendar days in the first place.

Conversely, we might expect part time staff, for example working three full days a week to have a lower chance of being ill on any given standard work day than full time staff, so the reverse result (part time staff having significantly less absence) may not be a significant finding.

---

<sup>17</sup> Please note that as of August 2010, the official definition of “working age” expanded to include both males and females aged 16-64 years old; this reflects a planned change in the female state pension age. All have been included in our working-age populations.

---

## Annex B: Analytical approach

Two statistical approaches have been used to test for differences in the data: univariate methods that test one variable at a time and multivariate methods that compare several variables simultaneously.

### B.1 Univariate methods - Chi-squared and Proportions tests

These tests were employed to test whether the proportion of staff by each diversity grouping was significantly different from that found within the local working-age population. They were also used to investigate recruitments to check if the proportion of candidates by each diversity grouping was significantly different from that of the local working-age population.

The results of these statistical tests give an indication of whether the pattern observed in the data was “significantly different from what would have been expected” or conversely whether any difference in proportions could be explained by natural variation.

For example, if there had been 100 staff, 30 of whom were male, and the local working-age population was 50% male and 50% female, the tests would tell you whether the group was statistically different from any random sample of 100 from the working-age population.

For these tests we used the “95% confidence level”. This means that if we reported a difference as being significant it meant there was only a 5% likelihood that the difference could have occurred purely by chance. We have also reported on differences that were significant at the 99% level – i.e. a 1% likelihood that the differences would have occurred by chance.

A certain amount of variation is expected, even with completely random samples, and so it should not be assumed that something that is statistically significant indicates that there is a bias – the level of significance only indicates the likelihood of something occurring. For example, a significant result at the 99% level would indicate something which is more unusual than something that is only significant at the 95% level.

As there are several characteristics to be tested, several univariate tests had to be conducted. One of the drawbacks of multiple univariate testing is that the more tests that are undertaken the higher the probability of finding false significant results. To reduce this risk, we have used the Bonferroni adjustment to the significance levels.

A further drawback with univariate approaches is that they do not take into account all of the other factors simultaneously. In practice an individual staff member has several characteristics: their sex, race, working pattern etc. In looking at only one of these characteristics at a time (for example in relation to performance), the effect of another characteristic is not taken into account and results can be misleading. It is possible to use multi-dimensional contingency tables for chi-squared tests, but the interpretation of the results can be difficult.

It is still, however, an appropriate approach in many circumstances – particularly when the group of staff should be reasonably comparable with the rest of the population (e.g. staff ages compared with working-age population; or the sex split across pay bands).

---

## B.2 Multivariate methods – Regression Analysis

The main technique used to analyse data taking into account several factors simultaneously was regression: either multiple, logistic, Poisson or negative binomial.

Regression attempts to predict a dependent variable (e.g. the amount of sickness absence taken) using one or more independent variables (such as sex, age etc). In using multiple regression, the principle is to find the “line of best fit” by minimising the sum of the squared distance from the fitted line to each observation. (This approach is sometimes referred to as ordinary least squares regression). The aim is to find a set of independent variables that have a significant relationship with the dependent variable.

Much of the data that was analysed had a binary (0/1) result, for example, was in a pay band or not; obtained the top performance rating or did not; was selected for interview or was not etc. This type of data lends itself to being analysed using logistic regression. Logistic regression is analogous to ordinary least squares regression, with the exception that a logistic curve rather than a straight line is fitted to the data. In some cases, neither multiple nor logistic regression was suitable – for example for analysing the amount of sickness absence taken, which for the majority of people was nothing or very little but for a small number of cases was very high. For this analysis Poisson or negative binomial models were used.

In all these approaches, the first step is for each characteristic to be tested in turn to see if it is significantly associated with the outcome (e.g. passed a recruitment stage or not). By significant, we mean that a staff characteristic accounted for an unusually high proportion of the variation seen in the dependent variable. For example, to see if age was a significant factor as to whether someone had passed the interview stage. In this case we would say something was successful or significant in “explaining the variation”, to mean that if you knew the characteristic of the staff member, you would have a better chance of predicting the outcome (for example if you knew the age, you would also know something about the likely interview outcome). The starting assumption was that prior knowledge of someone’s sex, race, age etc should not enable the model to predict whether they were more likely to have received the highest performance rating or were interviewed etc. Again, as with the univariate approach, significance does not necessarily equate to bias but gives the relative likelihood of it occurring.

The next step in the modelling process was to include the characteristic that explained the majority of the remaining variation after taking account of the first variable. This step was repeated until the variables outside the model could explain no further variation.

Generally an outcome could not simply be explained by a single characteristic. Often, it was several characteristics together that were important. For example, age, sex and race were quite often found to be a powerful combination. A major advantage of the multivariate approach, compared with univariate, is that it is easier to see the relative importance of the characteristics.

There was an element of judgment involved in deciding which variables to include. In some cases variables were highly correlated, e.g. sex and full time equivalence: females were more likely to be part time than males. Where both were statistically significant and improved the amount of variation that could be explained, both were included.

## Annex C: Tables and charts

### C.1 Year on year comparison – all staff

Staff Type	March 31st 2012			March 31st 2013			Percent age point change	% change from 2012
	No.	% of total	% of total that declared	No.	% of total	% of total that declared		
<b>All staff</b>	5857			6286				
<b>Males</b>	2215	37.8%	37.8%	2361	37.6%	37.6%	-0.3	+6.6%
<b>Females</b>	3642	62.2%	62.2%	3925	62.4%	62.4%	+0.3	+7.8%
<b>White</b>	5600	95.6%	97.5%	5568	88.6%	97.5%	-7.0	-0.6%
<b>BME</b>	144	2.5%	2.5%	142	2.3%	2.5%	-0.2	-1.4%
<b>Unknown / Prefer not to say Race</b>	113	1.9%	-	576	9.2%	-	+7.2	+409.7%
<b>Non-disabled</b>	4312	73.6%	83.3%	4413	70.2%	83.5%	-3.4	+2.3%
<b>Disabled</b>	864	14.8%	16.7%	869	13.8%	16.5%	-0.9	+0.6%
<b>Unknown / Prefer not to say disability</b>	681	11.6%	-	1004	16.0%	-	+4.3	+47.4%
<b>Full Time</b>	4374	74.7%	74.7%	4627	73.6%	73.6%	-1.1	+5.8%
<b>Part Time</b>	1483	25.3%	25.3%	1659	26.4%	26.4%	+1.1	+11.9%
<b>Unknown working pattern</b>	0	0.0%	-	0	0.0%	-	+0.0	+0.0%
<b>Average age</b>	41.4			41.5				

## C.2 Applicants' routes through recruitment stages

