



Employment Monitoring Report

Home Office

2009/2010

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Executive Summary

This Employment Monitoring Report (EMR) has been produced to provide an annual update on how the Home Office is performing against the monitoring of its statutory duties to its employees in accordance with equality legislation. All data is at 31 March 2010 or covers the period 1 April 2009 to 31 March 2010, unless otherwise stated.

Issues have been flagged where there appears to be some adverse impact. This report also makes, for the first time, specific references to data quality and assesses areas for further improvement

Representation

The Department has a number of specific benchmarks agreed at Cabinet Office level to improve representation rates. In each of these areas our position has improved over the last year, specifically we have increased our representation rates for:

- female Senior Civil Servants (SCS) from 30% to 35%
- ethnic minority SCS from 2% to 5% and Grades 6/7 by from 7% to 10%.
- Lesbian, gay and bisexual employees at SCS, from 2% to 7%.
- Disabled employees at SCS and senior management grades from 1% to 3%.

Overall, the Department comprised nearly four times as many ethnic minority employees (25%) than the Civil Service average (7%).

The Home Office continues to work towards improving its representation rates for disability but recognises that the proportion of disabled employees within the department still falls short of the Civil Service average and the disparity remains more marked the more senior the grade.

Recruitment and redeployment

- There were 12,648 applications submitted to HQ, IPS and CRB in the period filling 1,220 posts.
- Ethnicity – whilst ethnic minority staff made up 26% of all applications, they made up only 9% of appointments following interview.
- 246 HQ and UKBA employees spent time in our redeployment network during 2009/10; women, ethnic minority and disabled staff were overrepresented compared to the overall composition of the Home Office.

Core Skills Assessment

- HEO CSA – Females, ethnic minority and older staff were less likely to pass.
- G7 CSA – BME, disabled and older staff were less likely to pass.

The Department remains committed to achieving fair distribution in equality outcome at its Core Skills Assessments (CSAs) for promotion to middle and senior management grades. As a result of monitoring during 2009/10 the CSA process was amended and we will continue to monitor CSA outcomes.

Appraisals and bonuses

2009-10 was the second year in which the Performance Standards Review (PSR) process had run in HQ and UKBA.

- Gender: In HQ and UKBA, female employees were slightly more likely than male employees to be awarded a bonus. In IPS, male employees were slightly more likely to receive a good outcome than female employees, but females were more likely than males to receive an exceptional outcome.
- Ethnicity and Disability: In HQ and UKBA, white and non-disabled employees were nearly one and a half times as likely to be awarded a bonus as ethnic minority employees and disabled employees respectively.
- In IPS, white employees were over twice as likely as ethnic minority employees to receive an exceptional outcome.
- Working Pattern: In HQ and UKBA, full-time employees were over one and a half times as likely to receive a bonus as part-time employees. In IPS, full-time employees were more likely than part-time employees to be awarded an exceptional outcome.
- Grade: In HQ & UKBA, Grades HEO – G6 were three and a half times as likely to be awarded a bonus, whether standard or enhanced, as employees in grades AA – AO.

Learning and development

- The proportions of women, BME and disabled staff who completed some form of learning (excluding e-learning) were in line with wider representation
- Employees aged 50+ were underrepresented on training courses compared to the number of employees in their respective age ranges.
- Only 8% of part-time workers accessed training courses despite making up 20% of the workforce.

Attendance management

We have continued to reduce our sick absence and levels remain comparable to other large government departments with similar employee profiles and job roles. Sick absence levels amongst disabled employees and female employees have reduced by almost 1 ½ days and ½ day respectively over the period. Unfortunately sick absence levels amongst ethnic minority employees

have increased by $\frac{1}{3}$ day over the same period. Greater monitoring and analysis of sick absence by representation rates is required over the period of the next EMR.

- Gender: Females had on average $2\frac{1}{2}$ days more sickness absence than males.
- Ethnicity: BME staff had a RYAWDL (Rolling Year Average Working Days Lost) of 10.25 compared to 8.4 for white employees.
- Grade: Across the Department, the higher the grade the fewer the number of working days lost to sickness.

Grievance and discipline

Of the 1% of employees subject to disciplinary action (330),

- Gender: 58% of discipline cases involved male employees which is a higher than their representation rate (44%).
- Disability: 12% of cases involved disabled employees; 5% higher than their representation rate.
- Ethnicity: 43% of cases involved ethnic minority employees which is almost double their representation rate.

Bullying, harassment and discrimination

There were 85 cases of Bullying, Harassment and Discrimination initiated or underway in the department during the period (0.3% of all employees). Please note that no conclusions can be drawn from this as the sample size is very small. Of those under investigation:

- Gender: Gender was broadly comparable with representation rate.
- Disability: 12% of cases involved disabled employees; almost twice the representation rate.
- Ethnicity: 38% of cases involved ethnic minority employees compared to a Home Office representation rate of 25%.

Leavers

- 1,897 paid civil servants left the department during the year.
- Over half of all leavers were in the AO and EO grade at 25% and 28% respectively.
- There were no groups of staff who showed particularly high leaving rates compared to their wider composition in the Home Office.

Introduction

The aims of this Report are to:

- enable the Home Office to examine whether processes and procedures are providing equality of opportunity for all employees; and
- consider improvement activities that need to be taken to address any areas of weakness regarding data collection and data quality.

We are committed to meeting our statutory employment duties under the existing race, gender and disability equality legislation and, as such, this report sets out the data and analysis of our employment processes in fulfilment of those duties. In addition to race, gender and disability, in recognition of the Equality Act 2010, and in line with our previous practice, this report has also given consideration to the impact of the organisation's policies in respect of age, religion and belief, sexual orientation and working pattern, where data allowed us to provide meaningful analysis.

At the end of March 2009 the Department introduced an enhanced monthly set of HR data to be used for statutory reporting to Cabinet Office (CO), Office for National Statistics (ONS), and other bodies (e.g. for Parliamentary Questions, and response to Freedom of Information Requests). This set of data covers all the essential elements of diversity and equality reporting (gender, disability, ethnicity, sexual orientation, religious belief, age, and working pattern). Unfortunately, this improvement activity occurred too late to inform last year's EMR.

During 2009-10 we have continued our improvement activity and have begun optimising the use to which we can put our diversity and equality data with other HR data collected across the spectrum of Employee Policies. Further improvements are planned for 2010-11 (including moving all our employee records onto a single records system). This report, therefore, offers incremental progress on our HR monitoring and reporting responsibilities and the progress made against Employee Policies during 2009-10¹.

During 2009-10 we extended our reach on the number of HR areas against which we are able to report monitoring activities, including functions such as maternity leave, career breaks and qualifications. As these new areas have not been included in previous monitoring reports, it is not possible to make comparisons with any similar previous published data. Where practicable comparisons have been made with Other Government Departments (OGDs) - for example, workforce composition and sick absence – and it is recognised that both ONS and CO undertake and publish statistics in this regard.

¹ All data is for the period 1st April 2009 to 31st March 2010 and covers Home Office Headquarters (HQ), United Kingdom Border Agency (UKBA), Identity and Passport Service (IPS) and Criminal Records Bureau (CRB). It excludes data for Non-Departmental Public Bodies

Representation benchmarks

The Home Office has specific representation benchmarks to be achieved by 2013 which contribute to the overarching Cabinet Office Diversity Strategy. Our progress against these benchmarks is shown in Table 1.

Table 1 – Home Office representation rates at 31st March 2010

	Grade	Increase from 2008/09	Home Office representation 2009/10	2013 benchmark
Female	SCS	5%	35%	38%
	SCS PB1	4%	35%	40%
	SCS PB2+	6%	34%	35%
	G6/7	0%	46%	45%
Ethnic Minority	SCS	3%	5%	6%
	G6/7	3%	10%	10%
Disabled	SCS	1%	3%	3%
	G6/7	1%	4%	6%
Lesbian, Gay or Bisexual	SCS	5%	7%	5%
	G6/7	1%	4%	5%

Key - % of benchmark	
%	BRAG status
≥ 86	Green
71-85	Amber/ Green
56-70	Amber
41-55	Amber/Red
26-40	Red
<26	Black

Methodology

This is the first EMR covering the Home Office and its executive agencies. Data has been compiled from a variety of sources to produce this report. The primary source has been “Data View”, which was introduced in June 2008. Data View comprises information from all the main employee records systems with the Department and is fully-compliant for data quality and data reporting purposes with ONS and CO standards and definitions. This data source allows us to benchmark our performance against OGDs and the wider public and private sectors for some of our key HR areas e.g. size and composition of workforce, sick absence levels, and diversity and equality monitoring. Where possible we have combined Data View with other Departmental sources of HR data, including local records (either paper-based or electronic) held by specialist HR communities of expertise.

The Data

This report covers the period between 1st April 2009 and 31st March 2010. The data relates specifically to those employees in Headquarters (HQ), the United Kingdom Border Agency (UKBA), Identity and Passport Service (IPS), and Criminal Records Bureau (CRB) unless otherwise stated.

All data is extracted as at 31 March 2010.

Where data incorporates information concerning grades, ‘Grade Equivalency’ has been used to allow for comparison with the wider Civil Service. ONS decides which responsibilities at which grades should be compared on an equivalent basis; the Home Office has over 300 grade codes, and these are broadly reported against 8 grade equivalencies in 4 categories:

- Administrative grades: (Administrative Assistants and Administrative Officers);
- Managerial grades: (Executive, Higher Executive, and Senior Executive Officers);
- Senior management grades (known as grades 6 and 7)
- Senior Civil Service: (grades that were formerly known as grades 5 and above, and are now called pay bands 1, 2, and 3 with 3 being the highest).

All employees are included in data to calculate representation rates. However, where comparison is made to the wider Civil Service, we have to use ONS definitions which include all current paid civil servants (together with 12 months of leaver records).

During 2009/10 UKBA and HQ employees were required to maintain their own diversity information on a self-service electronic system called Adelphi. Diversity information for employees from IPS and CRB was maintained on separate, local systems; the quality and completeness of this data is not as robust as that held on Adelphi as employees cannot maintain their own information via self-service. During 2010/11 there are plans to migrate IPS and CRB employees onto Adelphi and this should improve the quality and completeness of the Department's diversity information.

Where practicable analysis within this report uses diversity information from Adelphi. Where this is not practicable – for example, in areas such as recruitment – analysis has had to rely on locally-held diversity monitoring forms, the completion of which by employees is voluntary.

Diversity information is held in a consistent manner on our Adelphi system. When recording a response to disability, sexual orientation or religious belief employees can respond as follows:

- A positive statement: for example 'Yes' or 'No' for disability.
- Prefer not to say: this group, along with those who make a positive statement, is known as 'the declaration rate' for CO reporting.
- Left blank; this group is known as 'Not Surveyed'.

ONS requires all government departments to report % representation rates using only positive statement data. Those employees who select "prefer not to say" or who do not provide a response are known as 'non-declaring' for ONS reporting purposes. This is different to Cabinet Office declaration rates and can be confusing. Throughout this report we have adopted ONS definitions (to allow for comparisons with OGDs) unless otherwise specified. Non-declaration rates for all subject areas are shown in Data Quality in Section Two of the Appendices.

Where data is missing or poor, specific reference is also made in the Data Quality section. In these cases the data has been omitted from any analysis.

Diversity Strategy 2010-13

The Home Office Board launched a refreshed Diversity Strategy for the department in June 2010. The Strategy sets out five strategic aims around leadership, a representative workforce, an inclusive working environment, statutory obligations and service delivery.

Business areas, including the agencies are assessed on a quarterly basis against a set of indicators, including against employment monitoring data and how they use this information to drive action on equality and diversity.

Data Quality

The Home Office intends issuing 'Advisory Notes' to areas which fail to produce robust, accurate and timely diversity and equality data. 'Advisory Notes' are issued when an area is not meeting the standards required against 5 categories:

1. No data: area of weakness.
2. Data can not be used as it does not contain any diversity and equality information (for each employee): area of weakness.
3. Data has some diversity and equality information (for each employee): partially compliant.
4. Data has full diversity and equality information (for each employee) but contains inaccuracies: almost compliant
5. Data has full diversity and equality information (for each employee) and is robust: fully compliant.

Table 1 in Appendix 2 provides further information on the level of compliance in this report.

Table 2 in Appendix 2 contains a table which shows the degree to which each subject area was compliant.

Section 1: Home Office Composition

Key Facts:

- During the year, the Home Office employed 29,506 civil servants (27,566 current employees at 31st March 2010 and 1,940 leavers during the year).
- Of our current employees, 26,644 were paid civil servants, the rest being unpaid civil servants who were absent from the department for reasons such as career break, long term sick absence, maternity leave or similar.

Of these 26,644 paid civil servants:

- **Gender:** female employees comprised a greater proportion of total employees at grades AA-HEO. At more senior grades, the position is reversed with male employees accounting for the larger percentage share by grade. At Grade 6 there were one and a half times more male employees than female employees, and twice as many at SCS grade.
- **Disability:** 7% of our total workforce and 4% of our SCS grade considered themselves to be disabled, both of which were in line with the Civil Service average. 22% of our employees failed to make a positive statement regarding their disability, 6% better than the Civil Service average (28%).
- **Ethnicity:** Representation rates for ethnic minority employees were 18% higher than the Civil Service (7%). Our SCS representation rates were 1% higher than Civil Service average (4%).
- **Work Pattern:** The working pattern profile of our employees remains consistent with last year and with the Civil Service population. Of those working part-time, male representation (17%) is 2% higher than the Civil Service average.
- **Sexual Orientation:** The representation rate for lesbian, gay or bisexual employees is 3%. For SCS employees we have already reached our 2013 benchmark which is 2% above the Civil Service population.
- **Religious Belief:** The four largest religious beliefs in the Home Office were Christian (56%), No Religion (25%), Muslim (6%) and Hindu (6%). See representation rates at Figure 1.

Figure 1: Headcount by Religious Belief

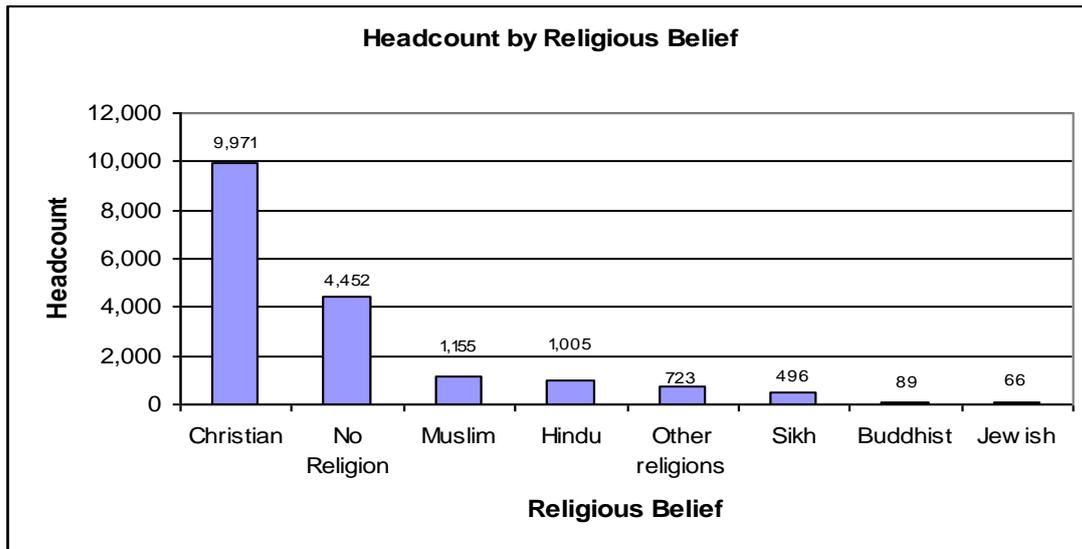
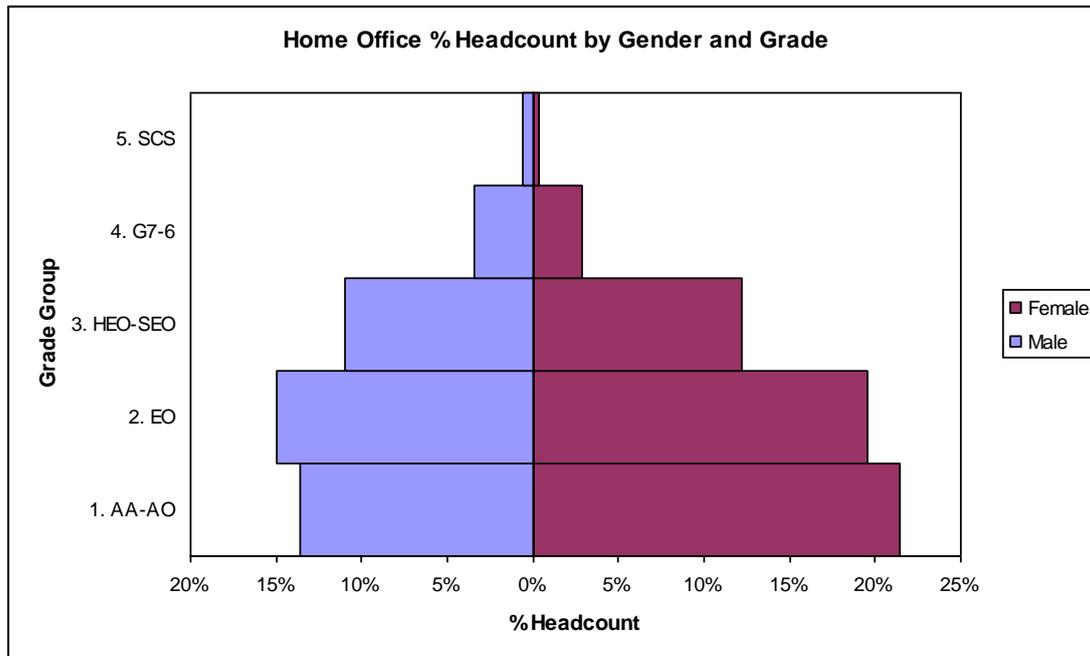


Figure 2: % Headcount split by Gender and Grade in the Home Office



Comparing Figure 2 and Figure 3: our gender representation rates are very similar to the Civil Service population except at HEO/SEO grades and above where male employees account for the greater proportion of employees at each grade.

Figure 3: % Headcount by Gender and Grade in the Civil Service

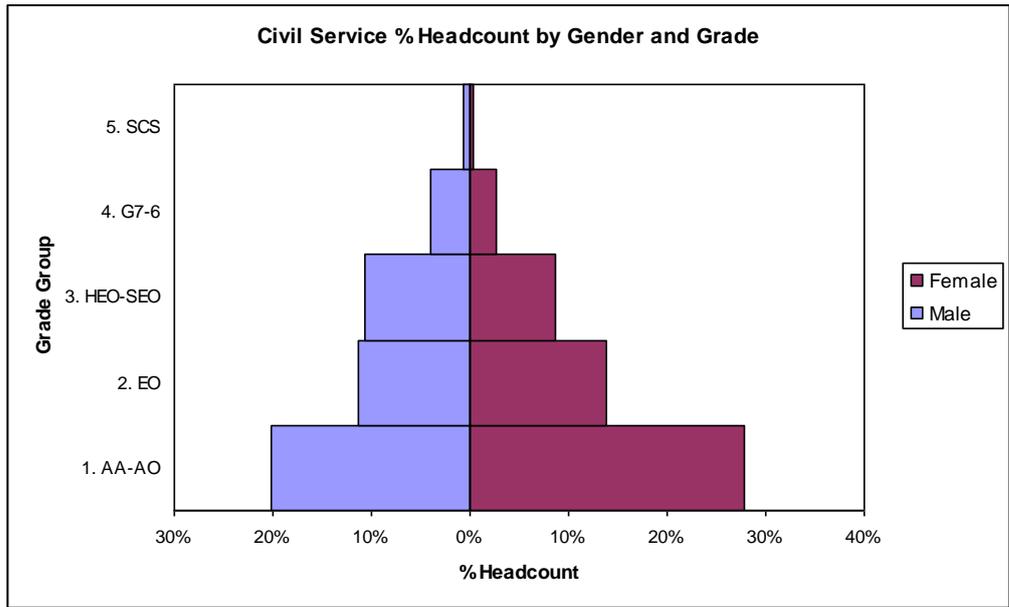
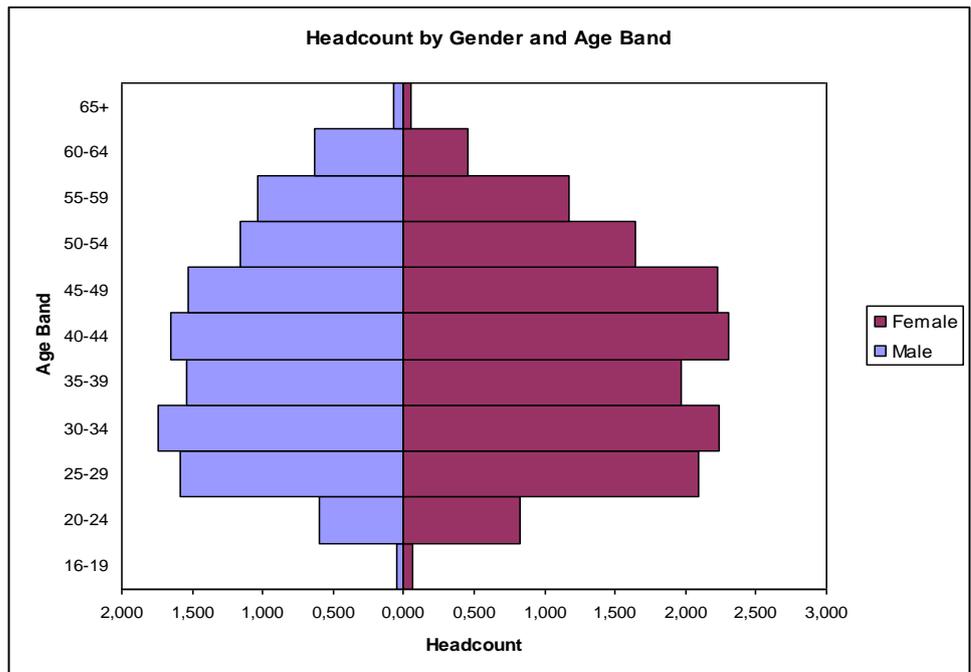


Figure 4 provides information on our employees according to their gender and age band. The largest proportion of female employees are in the age band 40-44 and the largest proportion of male employees are in the age band 30-34. There are a greater proportion of female employees in each age band up to 55-59. Male employees predominate in age bands over 60, possibly as a result of disparities in state retirement ages for males and females. This should normalise as retirement ages are equalised over the next few years.

Figure 4: Headcount split by Gender and Age Bands.



Section 2: Recruitment including Redeployment

Recruitment

Applications for employment within the Home Office can be made by non-civil Servants (i.e. individuals who are unemployed or employed in other private- or public-sector organisations), existing civil servants within OGDs, and employees from within the Home Office (including its Executive Agencies). Individuals can submit more than one application in a year, covering a number of advertised vacancies under open and fair competition rules.

Key facts:

- There were 12,648 applications submitted to HQ, IPS and CRB in the period filling 1,220 posts.
- Of these applications, 4,411 applicants progressed to the interview stage.
- Following interview (and any other pre-employment checks or assessments) 1,220 individuals were offered employment within the Department.
- Representation rates for successful candidates are included under “Entrants” below.

Of those who applied:

• **Gender:**

	Applied	Interviewed	Not Interviewed	Appointed following Interview
Female	44%	46%	44%	50%
Male	56%	54%	56%	50%
Total	100	100%	100%	100%

• **Disability:**

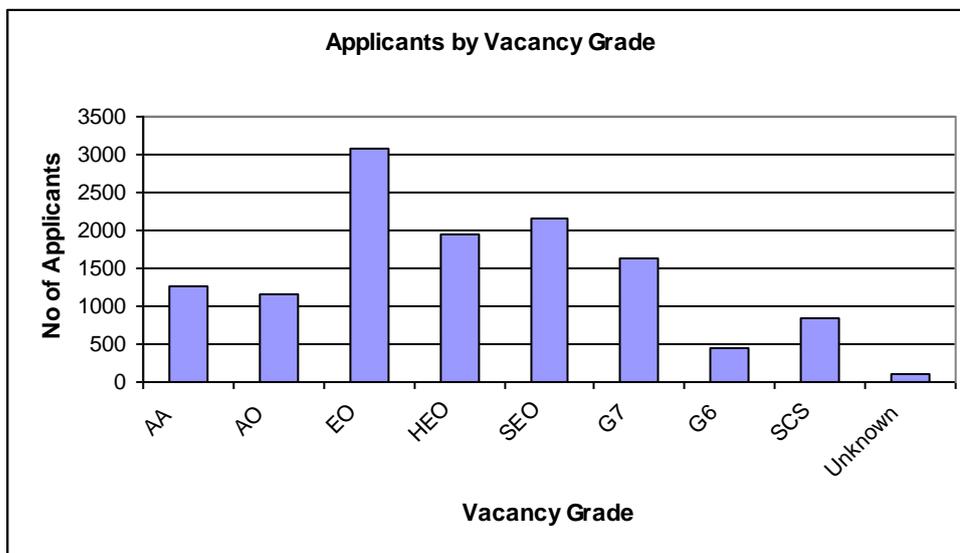
	Applied	Interviewed	Not Interviewed	Appointed following Interview
Disabled	5%	9%	0%	4%
Non Disabled	95%	91%	100%	96%
Total	100%	100%	100%	100%

- **Ethnicity:**

	Applied	Interviewed	Not interviewed	Appointed following Interview
Minority Ethnic	26%	20%	28%	9%
White	74%	80%	72%	91%
Total	100%	100%	100%	100%

- **Age:** 80% of applicants were aged 25 – 54.

Figure 5 – Applicants by Vacancy Grade



Further facts:

- Of those who applied, 36% were of other religion, 8% lower than the overall Home Office population. 35% of those who progressed to the interview stage considered themselves to be of other religion.
- The proportion of lesbian, gay or bisexual applicants who were interviewed was 2%, the proportion of lesbian, gay or bisexual applicants not selected was 2% and the proportion of lesbian, gay or bisexual staff selected was 4%.
- Of those interviewed but unsuccessful in their application for employment, 36% were of other religion. This is 3% higher than those who were successful (33%).
- By age group, those unsuccessful were in line with the proportion of those interviewed.

Core Skills Assessment

For recruitment or promotion to either HEO or Grade 7 posts within HQ and UKBA applicants are required to demonstrate specific core skills at a Core Skills Assessment (CSA) exercise. IPS and CRB do not have CSAs and so analysis is only possible for HQ and UKBA elements of the Department.

Key facts:

- 2,014 candidates applied for CSA exercises during the year; two-thirds were considered for HEO grade and the rest for Grade 7.
- Female ethnic minority candidates accounted for 23% of the applications to HEO CSA exercises, and only 19% were successful. This data contained 266 missing employees which would not remove this difference entirely but might make it less marked².

Of those who applied for HEO CSA exercises:

- **Gender:** 57% were female. Females accounted for 51% of all those who passed an HEO CSA exercise which is 4% lower than the representation rates of females in HQ and UKBA³ (55%).
- **Disability:** The proportion of disabled candidates who applied and passed is representative of HQ and UKBA (6%) representation rate.
- **Ethnicity:** Ethnic minority candidates accounted for 37% of all applicants (10% higher than the HQ and UKBA average). 23% of those who were successful were ethnic minority candidates, 4% below the HQ and UKBA average.
- **Age:** The largest proportion of applicants were aged 30-34. This age band also included the highest proportion of candidates who passed or failed the CSA exercises.
- **Work Pattern:** 10% of applicants worked part-time, 3% below the HQ and UKBA average.

Of those who applied for Grade 7 CSA exercise:

- **Gender:** 44% were female. Females accounted for 43% of all those who passed a Grade 7 CSA exercise which is 12% below the HQ and UKBA average.
- **Disability:** 7% of applicants were disabled. 7% of those who were unsuccessful were disabled. 4% of those successful were disabled, 2% below the HQ and UKBA average.
- **Ethnicity:** Ethnic minority candidates accounted for 17% of applications and accounted for 13% of all those who passed. This is 10% and 14% lower than the HQ and UKBA representation rate.
- **Age:** The largest proportion of applicants were aged 30-34. This age band also included the highest proportion of candidates who passed however the largest proportion of candidates who failed were in the age range 45-49.
- **Work Pattern:** 5% of applicants worked part-time.

² These are manual records and not all of the Gender fields are populated.

³ This is when compared to the population of HQ and UKBA

Figure 6 – No of Applicants to HEO board with Results

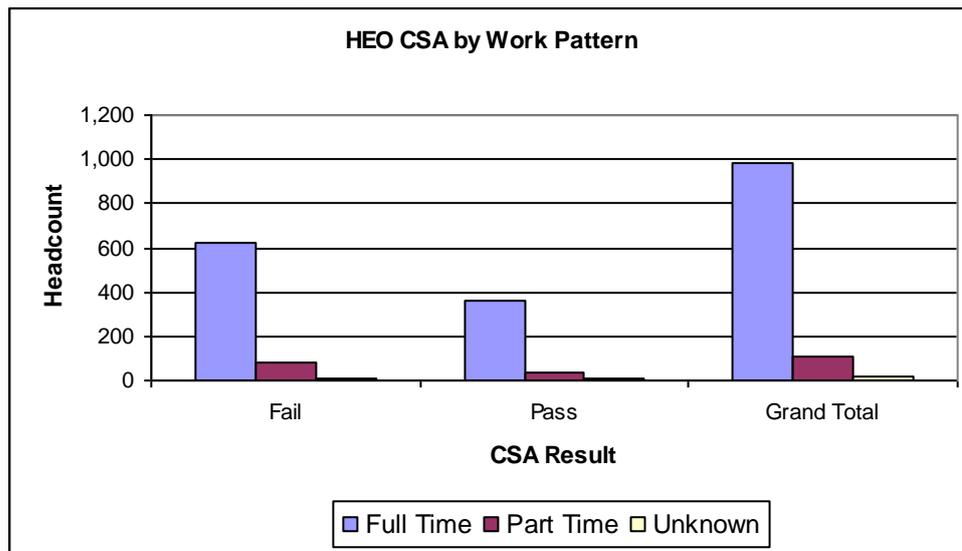
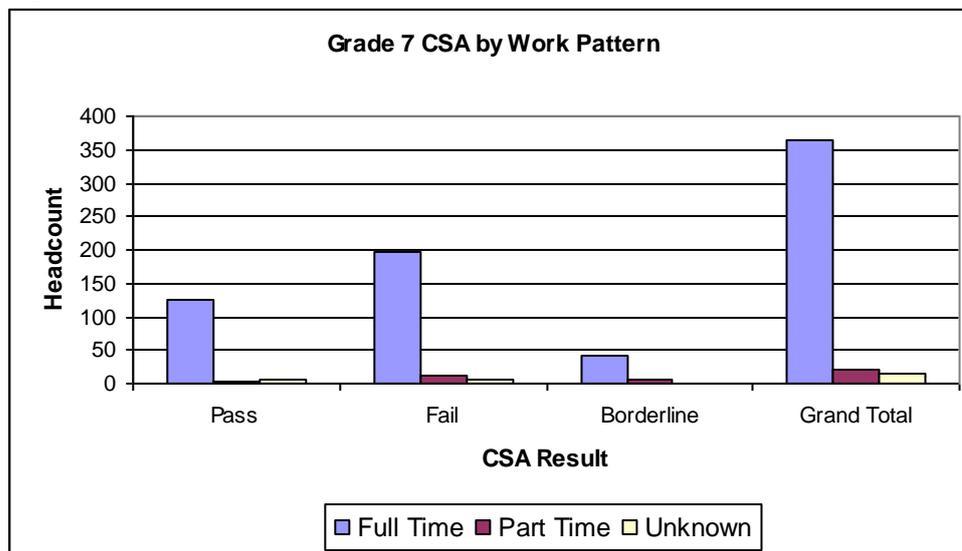


Figure 7 – No of Applicants to G7 board with Results



Details on all promotees in the Home Office can be found in Section 3: Performance and Appraisals, under Promotions.

Small data size: 2% of applicants to the HEO CSA exercises and 5% of applicants to the Grade 7 CSA exercises were lesbian, gay or bisexual.

Lesbian gay or bisexual candidates who passed the CSA exercises accounted for 3% of all employees and 5% for Grade 7 exercises.

However no conclusions can be drawn from these as the population is small.

Redeployment

Key Facts:

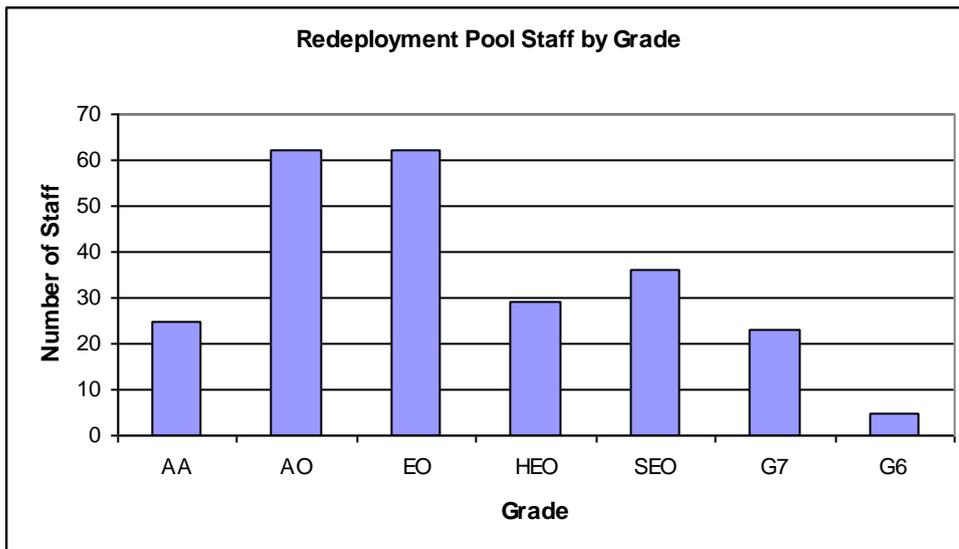
- 246 HQ and UKBA employees spent time in our redeployment network (< 1% of all Departmental employees).
- By the end of the year 218 (89%) employees had been redeployed, leaving 28 (11%) employees in the network.
- There were no CRB employees in the redeployment network in the year.

Of those in the redeployment network during the period:

- **Gender:** 64% were female, 9% higher than the representation rate within HQ and UKBA (55%). 23% of those in the redeployment network were part-time, 3% higher than the representation rate within HQ and UKBA (23%).
- **Disability:** 13% were disabled, 7% higher than the representation rate within HQ and UKBA (6%).
- **Ethnicity:** 41% were ethnic minority, 14% higher than the representation rate within HQ and UKBA (27%).

Further facts:

Figure 8 – Redeployment Pool employees by Grade



26% of those in the redeployment network were EO grade, compared to 36% of employees within the whole of HQ and UKBA. 15% were at SEO grade, compared to 9% in HQ and UKBA and 10% were at G7 grade, compared to 5% in HQ and UKBA.

Other analysis: The proportion of those who were lesbian, gay or bisexual (4%) was in line with the proportion in HQ and UKBA (3%).

Entrants

Key facts:

- The Home Office employed 2,600 new employees in various posts during the year. These employees were new civil servants and transfers from OGDs.
- Data for all grades for gender, sexual orientation and religious belief were roughly comparable with Home Office representation rates.

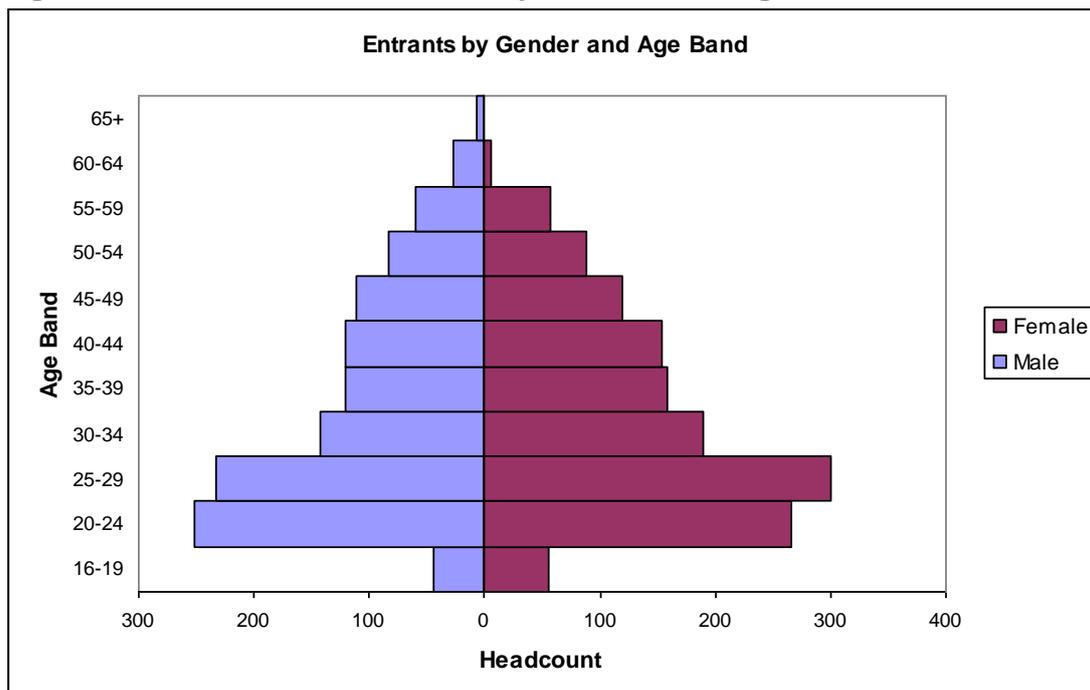
The exceptions were:

- **Gender:** SCS entrants were evenly distributed by gender, which is 15% higher than the representation rate of females at this grade.
- **Disability:** 4% of entrants to the department were disabled and of these all were below SCS grade. At SCS grade no new entrants declared a disability.
- **Ethnicity:** 19% of entrants to the Home Office considered their representation to be ethnic minority. 19% of SCS entrants also made a positive statement from a ethnic minority group.
- **Work Pattern:** 15% of all entrants and 11% of SCS entrants were part-time, both of which are below the part time representation rates within the Department
- **Sexual Orientation:** Lesbian gay or bisexual entrants at SCS grade (11%) is twice the proportion of the Home Office composition.

Further facts:

The most common age of all entrants is 25-29. As age bands increase the percentage of entrants decreases.

Figure 9: Headcount of Entrants by Gender and Age Band



Section 3: Performance and Appraisals

Performance Development Review Analysis

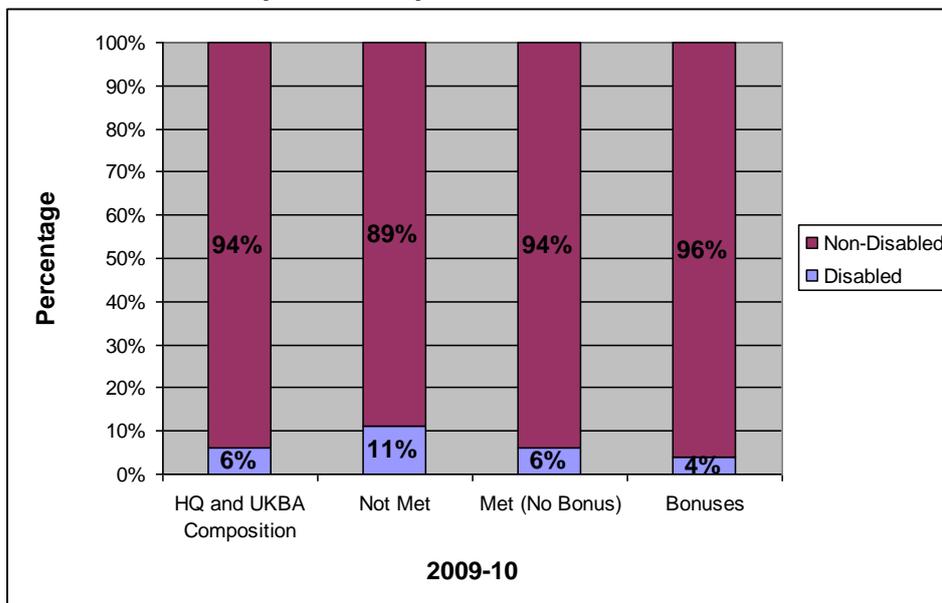
Key Facts:

- In HQ & UKBA, completion of PDR records in Adelphi was higher this year than last, at around 92% (90% in 2008-09), not including those people who did not require a PDR.
- Overall, the awarding of bonuses in 2009-10 dropped by 11% in comparison to 2008-09, from 28% to 17% of all those with a PDR marking.
- In HQ & UKBA, Grades HEO – G6 were three and a half times as likely to be awarded a bonus, whether standard or enhanced, as employees in grades AA – AO.

Further Facts:

- **Ethnicity:** In HQ and UKBA, white employees were nearly one and a half times as likely to be awarded a bonus as ethnic minority employees. In IPS, white employees were over twice as likely as ethnic minority employees to receive an exceptional outcome.
- **Disability:** In HQ and UKBA, non-disabled employees were one and a half times as likely to be awarded a bonus as disabled employees. There was no comparable data for IPS.

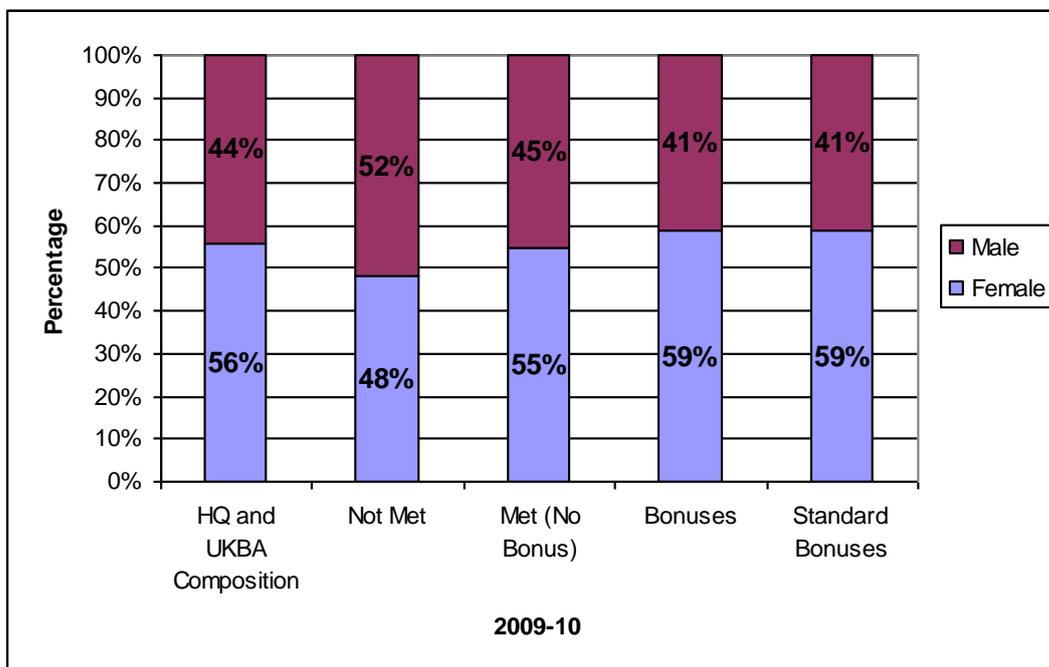
Figure 10: Comparison of HQ and UKBA Workforce Composition and PDR Outcomes by Disability Status



- **Working Pattern:** In HQ and UKBA, full-time employees were over one and a half times as likely to receive a bonus as part-time employees. In IPS, full-time employees were more likely than part-time employees to be awarded an exceptional outcome.

- **Age:** In HQ and UKBA, the number of enhanced bonuses awarded to those in the 60+ age brackets was fewer than 20, out of an eligible population of 144 employees. The general trend for HQ and UKBA across the age bands was broadly in line with the workforce composition. In IPS, the distribution of outcomes across the age bands was broadly in line with the workforce composition.
- **Gender:** Female employees were slightly more likely than male employees to be awarded a bonus. In IPS, male employees were slightly more likely to receive a good outcome than female employees, but females were more likely than males to receive an exceptional outcome.

Figure 11: Comparison of HQ and UKBA Composition and PDR Markings by Gender



- **Sexual Orientation:** There were no disproportional bonus awards to lesbian, gay and bisexual employees in HQ and UKBA, when compared to the workforce composition. IPS did not have sufficient data in this area to conduct an analysis.
- **Religious Belief:** In HQ and UKBA, employees of Christian belief were slightly more likely than employees of other religions, to be awarded a bonus. There is no comparable analysis in IPS.

Promotion

Key facts:

- There were 1,816 promotions during the year.

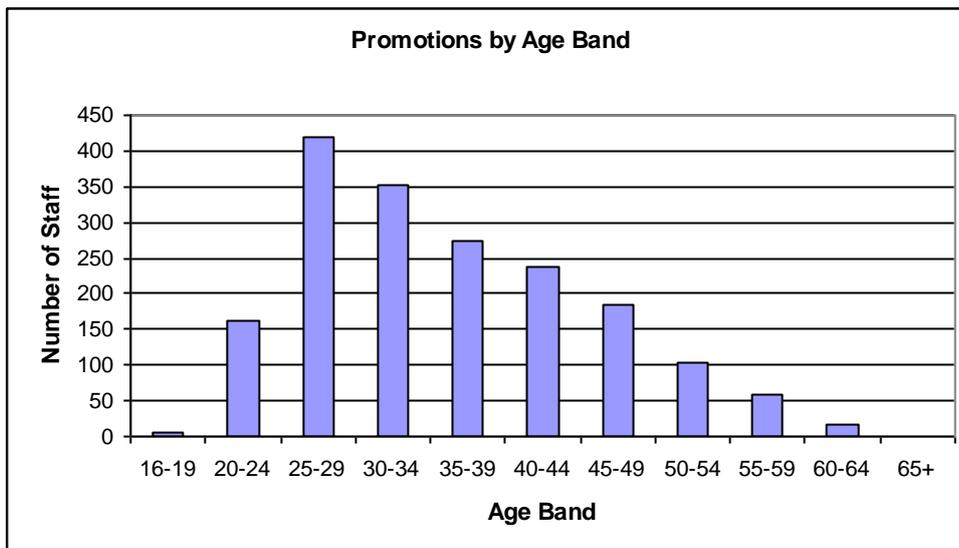
Of those who were promoted:

- **Gender:** 56% were female. At SCS level, promotions were evenly split by gender (50%) - which is 15% more than the proportion of female employees in this grade.
- **Disability:** The proportion of those who were disabled is directly comparable to the Home Office. However there were no disabled employees promoted to SCS.
- **Ethnicity:** 21% were ethnic minority; 4% lower than the overall Home Office composition. 5% of SCS promotees were ethnic minority which is directly comparable to the proportion of SCS employees in the Home Office.

Further facts:

- **Grade:** Promotions to EO accounted for 32% of all promotions in the Home Office; comparable to the composition of the department (where just over one-third of employees are EO grade).
- **Work Pattern:** 9% of all promotees were part-time; half the representation rate of part-time staff within the Department. 10% of all SCS promotees were part-time; twice the Home Office representation for SCS employees.
- **Age:** Almost two-thirds of all promotees were aged below 40 years whereas promotees to SCS only accounted for one-third of this age band. The largest proportion, which was just under 50%, of all employees who were promoted to SCS, fell in the category aged 40 to 49 years. Only 1% of all promotees were aged 60 years or over and all SCS promotees fell into the 30-59 age band.

Figure 12: Promotions by Age Band



- **Sexual Orientation:** Of all promotees 4% were lesbian, gay or bisexual which is only slightly higher than the Home Office composition. 6% of SCS promotees were lesbian, gay or bisexual which is directly comparable to the proportion of SCS employees in the Department.
- **Religious Belief:** 55% of all promotees and 47% of all SCS promotees were Christian.

Section 4: Training and Development

Learning

Key fact:

- 12,476 individual employees completed some form of internal and external learning which accounted for 41% of employees in HQ, UKBA and IPS (this does not include e-learning data).

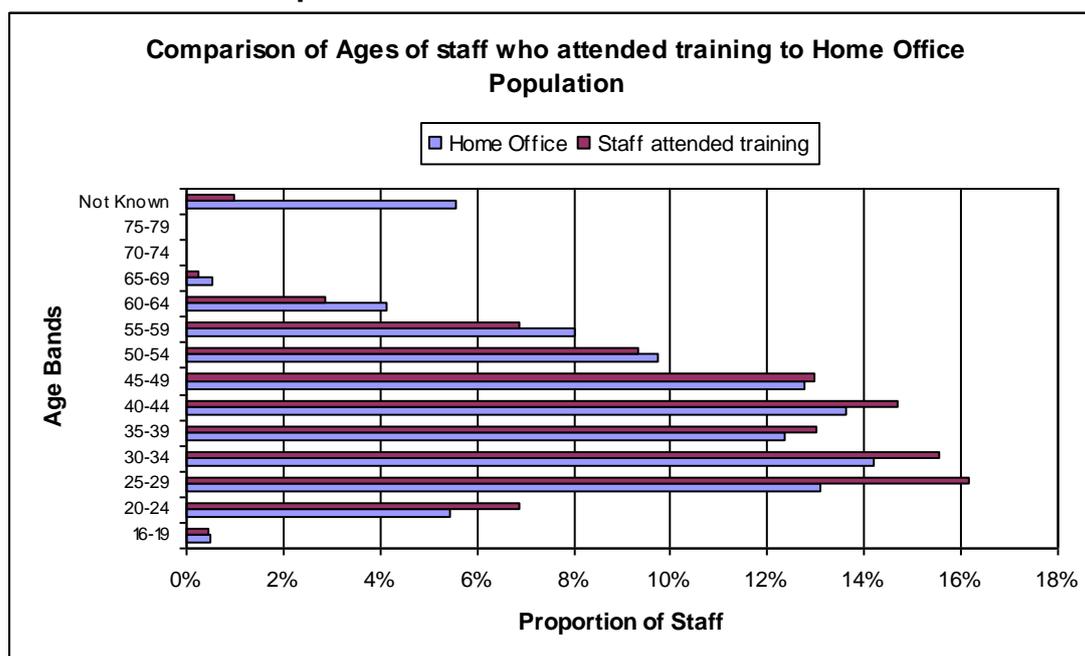
Of those employees who completed some form of learning (excluding e-learning):

- **Gender:** 57% were female - representative of the gender split in the Home Office (56%).
- **Disability:** this group was representative of the Home Office composition.
- **Ethnicity:** this group was representative of the Home Office composition.
- **Work Pattern:** 8% of employees were part-time. This is less than half the proportion of part-time workers (20%). 15% were part-time female employees - broadly comparable with the general Home Office representation of 16%.

Further facts:

- **Grade:** Employees at EO grade accounted for 38% of all training completed; slightly higher than overall Departmental grade representation rates, but the most populated grade comprising 33% of all our employees. SCS accounted for 0.2% of employees who attended learning, which is slightly less than the representation rates (0.9%). However; this may be due to the fact that the SCS group has its own tailored events. See Talent Scheme below for analysis on this.
- **Age:** The graph below provides information on the age of all employees who attended training and compares it to the general age population of the Home Office. The pattern shows that for employees below the age of 49, the proportion of those who attended training courses was higher than the representation rate. Employees aged 50+ are under represented on training courses compared to the number of employees in their respective age ranges.

Figure 13: The Ages of Employees who attended Training compared to the Home Office Population



Talent Schemes

Key facts:

- Out of all Grade 7, Grade 6 and SCS employees who were eligible, 25% (572)⁴ attended the Talent Scheme.

Of those employees who attended:

- **Gender:** 45% were female, which is 21% higher than the proportion of eligible employees.
- **Disability:** Disabled employees (5%) were overrepresented on the talent scheme by 1% when compared to the representation rates of all employees in these grades. (4%).
- **Ethnicity:** Ethnic minority employees (10%) were overrepresented on the talent scheme by 1% when compared to the representation rates of all employees in these grades. (9%).
- **Work Pattern:** 13% were part-time workers which is 5% higher than when compared to composition of the same grades (8%).

Further facts:

Small data size: There were 2% more lesbian, gay and bisexual employees (6%) attended the Talent Scheme than representative rates of all employees in these grades (4%).

No conclusions however can be drawn from this as the sample is small.

⁴ When comparing to the population of SCS, Grade 6 and Grade 7 employees

Highest Qualification

Key facts:

- The Home Office has a self service e-learning system (called Discover), which allows employees to record their highest qualification – qualifications (and certificates) are not subject to any independent validation.
- 8,324 (27%) employees have declared their highest qualification.
- The levels of qualifications are:
 - Level 1 – GCSE's grades D-G
 - Level 2 – GCSE's grades A-C
 - Level 3 – A levels
 - Level 4 – Certificate of Higher Education
 - Level 5 – Foundation degree
 - Level 6 – Degree
 - Level 7 – Masters degree
 - Level 8 – Doctorate

Of those who declared their highest qualification:

- **Gender:** The proportion of female employees declaring a Level 1 qualification is 58%; this is slightly higher than the Home Office composition. As the level of qualification increases the proportion of female employees decreases.
- **Disability:** The proportion of disabled employees at Level 1 and Level 2-5 is 7%, but decreases to 5% at Level 6-8. This is still broadly comparable to the Home Office composition.
- **Ethnicity:**

Ethnicity	White	Minority Ethnic
Level 1	72%	28%
Level 2-5	78%	22%
Level 6-8	76%	24%
Total	77%	23%

Further facts:

392 employees declared their highest qualification at Level 1 which is 1% of all employees. This suggests that 1% of employees within the Home Office have declared their highest qualification at below the basic adult literacy skill target as defined by Government Skills.

Of those employees declaring their highest qualification:

- 5% have Level 1.
- 43% have Level 2 to 5.
- 53% have Level 6 to 8.

Section 5: Attendance Management

Average Working Days Lost

Key facts:

- The Department's Rolling Year Average Working Days Lost (RYAWDL) to sick absence improved by half a day (0.54) between 31st March 2009 and 31st March 2010.
- The RYAWDL at 31st March 2010 was 8.8 days with 55% due to short term sickness and the rest due to long term sickness.

Of those employees who had sick absence during the year:

- **Gender:** Female employees have on average 2½ days more absence due to sickness than male employees.
- **Disability:** Employees with a declared disability had an RYAWDL to sickness of 17 days. Unfortunately, it is not possible to postulate if there is a correlation between types of sick absence and any declared disability because of the lack of sophistication of recording on our systems.
- **Ethnicity:** Ethnic minority employees have a RYAWDL of 10.25 compared to 8.4 for white employees.
- **Grade:** Across the Department, the higher the grade the fewer the number of working days lost to sickness. This is shown in Figure 12.
- **Age:** Male employees aged 16-19 have higher than average sick absence levels; male employees aged over 65 take the lowest amount of sick leave. Employees below the age of 45 have more days lost to short term sickness than to longer term. This is the converse for those aged over 45. This is shown in Figure 13.
- **Working Pattern:** Part-time staff had an RYAWDL of 11.3 days compared to full-time staff who had 8.4 days.

Figure 14: RYAWDL by Gender and Grade

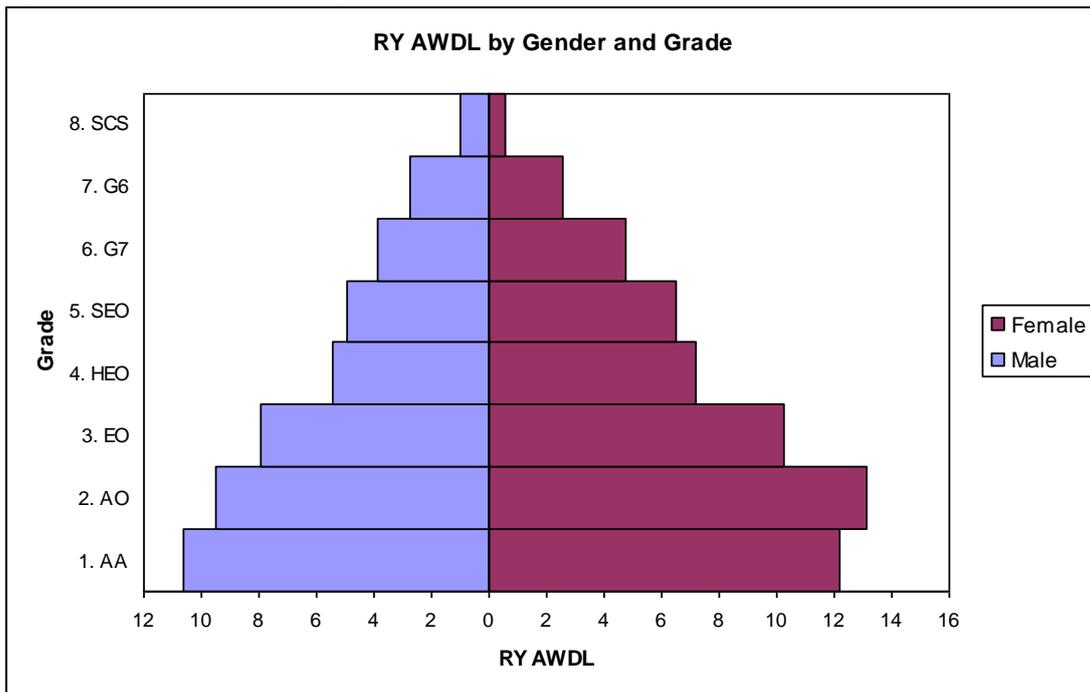
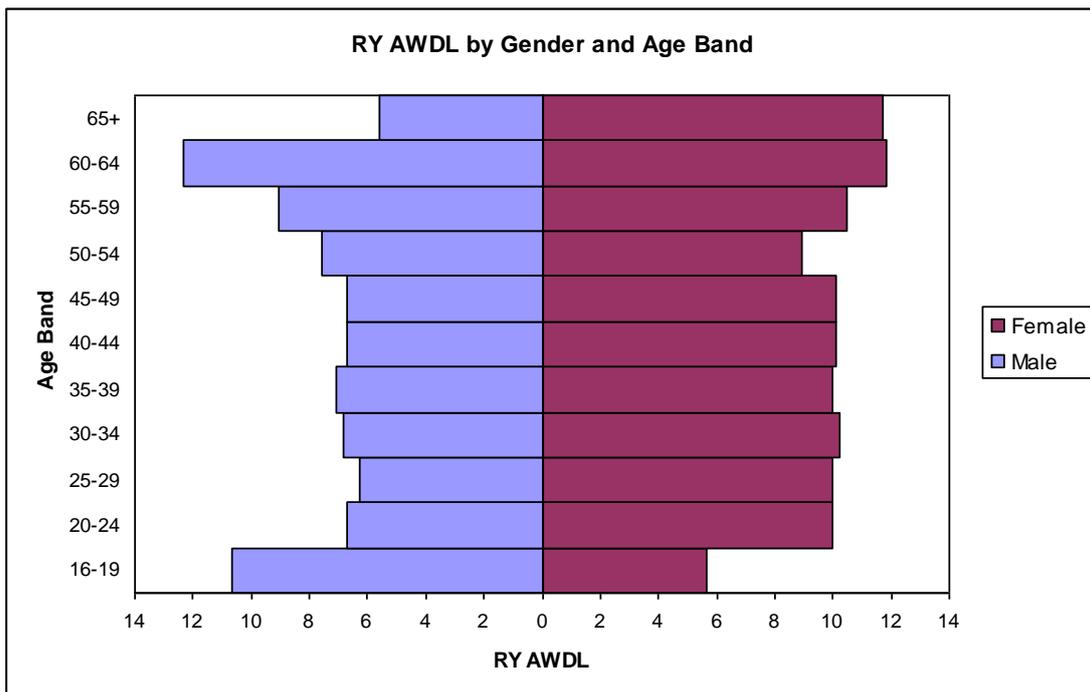


Figure 15: RYAWDL by Gender and Age Band



Further facts:

Small data size: The number of employees declared as lesbian, gay or bisexual had an AWDL to sickness of 10 days. Although this is higher than the Departmental average, this can be explained by the small sample size. Conclusions should not therefore be drawn from this.

Sick Absence Triggers

Key facts:

- Data for sick absence triggers and warnings comes from Adelphi, so for the year to 31st March 2010, this only includes HQ and UKBA.
- In the year, 4,721 HQ and UKBA employees reached a trigger point, which accounted for 18% of all employees.
- Some of these employees reached a trigger point more than once but no warning was given due to an exception being applied⁵. This analysis looks at the most recent trigger point reached for each employee, to avoid counting an employee more than once.

Of those employees reaching a trigger point:

- **Gender:** Female employees accounted for 64% of employees reaching an unacceptable attendance trigger point; this was 9% higher than the representation rate across HQ and UKBA. The proportion of females was similar for each trigger phase and also across responses to the trigger. The proportions were also similar across all exceptions, except where the exception was for pregnancy related reasons.
- **Ethnicity:** 33% were ethnic minority employees compared to a representation rate of 27% of HQ and UKBA. Looking at each individual trigger point the proportion of ethnic minority employees increased at each stage (Stage 1 = 32%, Stage 2 = 41%, and Stage 3 = 52%) although the overall number at each stage decreased. The proportions of those given an exception were in line with the proportions reaching a trigger point, and were similar across all exceptions, except where the exception was for pregnancy-related reasons (48%).
- **Disability:** Of those who reached a trigger point, 11% were disabled, compared to a representation rate of 6% within HQ and UKBA. The proportion of disabled employees was similar across all responses to the trigger. Interestingly, of those where no warning was given for a disability-related exception only 39% had stated they were disabled via self service.

Further facts:

- **Sexual Orientation:** The proportion of lesbian, gay or bisexual employees (3%) reaching a trigger point was in line with the proportion within HQ and UKBA.
- **Religious belief:** The proportion of Other religion (45%), reaching a trigger point was in line with the proportion within HQ and UKBA (44%).
- **Work Pattern:** 25% of employees reaching a trigger point worked part-time, compared to a representation rate of 18% across HQ and UKBA. The proportion of part-time employees was similar across all trigger phases. The proportion of those given an exception was in line with overall Departmental representation rates.

⁵ An exception could be given due to a disability, director discretion, pregnancy related or an underlying medical condition.

- **Grade:** AO grade demonstrated the most marked difference between the proportion of employees reaching a trigger point (31%) and the representation rate within HQ and UKBA (22%). At grades HEO and above the proportion reaching a trigger point was less than the representation rate for that grade within HQ and UKBA.
- **Age:** The proportion of those in each age band reaching a trigger point conforms to the representation rates within each age band in HQ and UKBA.

Employees With No Sick Absence

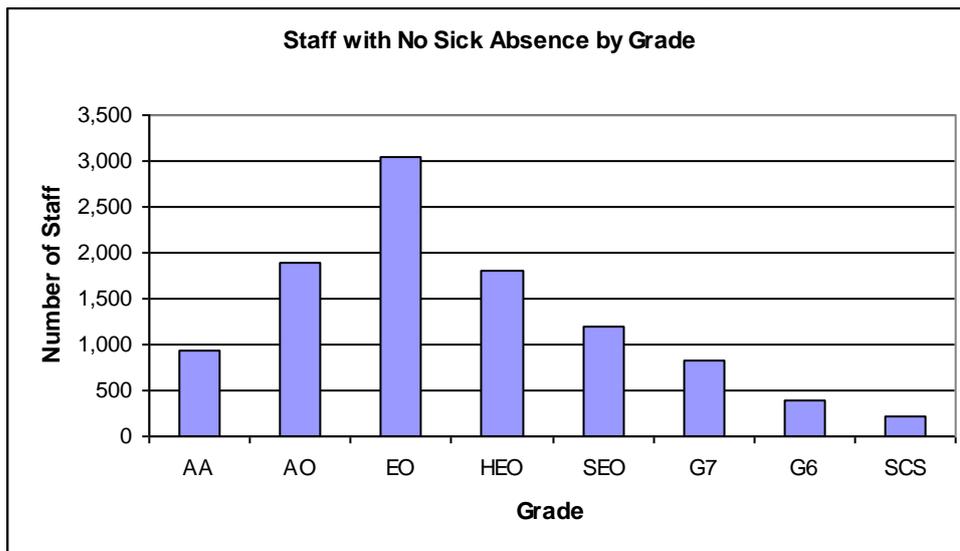
Key Facts:

- 35% of all employees employed during the period (10,287) had no sick leave.

Of those with no sick absence:

- **Gender:** 51% of employees were male, which is 7% higher than the representation rate (44%).
- **Disability:** The proportion of disabled employees was in line with the representation rates.
- **Ethnicity:** The proportion of ethnic minority employees was in line with the Home Office composition.
- **Grade:** EO grade had the highest percentage of employees with no sick absence (30%), compared to a representation rate of 33% across the Home Office. This was followed by the AO and HEO grades at 18% and 17%, compared to their Home Office composition of 27% and 14% respectively. 2% of employees with no sick absence were SCS grade, compared to their Home Office composition of 1%.
- **Age:** The 40-49 age group had the highest percentage of employees with no sick absence (30%) compared to a representation rate of 28%. This was followed by age bands 30-39 at 27% and 50-59 at 22%, compared to their representation rates of 28% and 19% respectively. The 20-29 age band accounted for 16% of employees with no sick absence, compared with their Home Office composition of 20%.

Figure 16: Employees with No Sick Absence by Grade



The proportion of employees who took no sick absence is relatively comparable to the Home Office composition for work pattern and sexual orientation.

Attendance Management

Key Facts:

- Less than 20 employees were recorded as being the subject of sickness-related poor attendance initiated or underway during the year, which accounted for 0.07% of all employees employed in the period.

Of those involved:

- **Gender:** The gender split of cases was evenly spread suggesting a 6% difference to the Home Office composition where female employees account for 56% of all staff.
- **Disability:** Disabled employees accounted for more than twice the proportion of poor attendance cases than their representation rates.
- **Ethnicity:** The proportion of ethnic minority employees involved in cases was half that of the Home Office population.

Further facts:

Small population: No conclusions can be drawn from this as the sample size is very small.

Section 6: Maternity Leave and Career Breaks

Maternity Leave

Key facts:

- There were 965 female employees who had part of their maternity leave fall within the period. This accounts for 7% of all female employees of child bearing age⁶.
- 752 were entitled to paid maternity leave, which may have been followed by a period of unpaid maternity leave (78%).
- 213 were wholly unpaid for their maternity leave (22%).

Of those female employees who took maternity leave:

- **Disability:** 3% of female employees who took maternity leave were disabled, compared to their representation rate (7%) and this was reflected across both paid and unpaid maternity leave.
- **Ethnicity:** One in three female employees who took maternity leave were ethnic minority. This is 5% higher than their representation rate (28%). Of those who were wholly unpaid, ethnic minority employees accounted for 40% compared to 31% of those who were paid.
- **Work Pattern:** 50% of female employees who had taken maternity leave were part-time, compared to 29% of the female population of the Home Office. This could reflect female employees coming back to work part-time after a period of maternity leave. 69% of female employees taking unpaid maternity leave were part-time compared with 45% of those taking paid maternity leave.

Further facts:

Small population: 1% of female employees taking maternity leave were lesbian, gay or bisexual, which is comparable to the proportion of lesbian, gay or bisexual female employees within the Home Office female population. No conclusions can be drawn from this as the sample size is very small.

Career Breaks

Key facts:

- There were 267 employees who had part of their career break fall within the period, which accounted for 1% of all employees.

Of these taking a career break:

- **Gender:** 75% were female, 19% higher than their representation rate. This could reflect the fact that, traditionally, caring responsibilities fall heavier on female employees, particularly following a period of maternity leave.

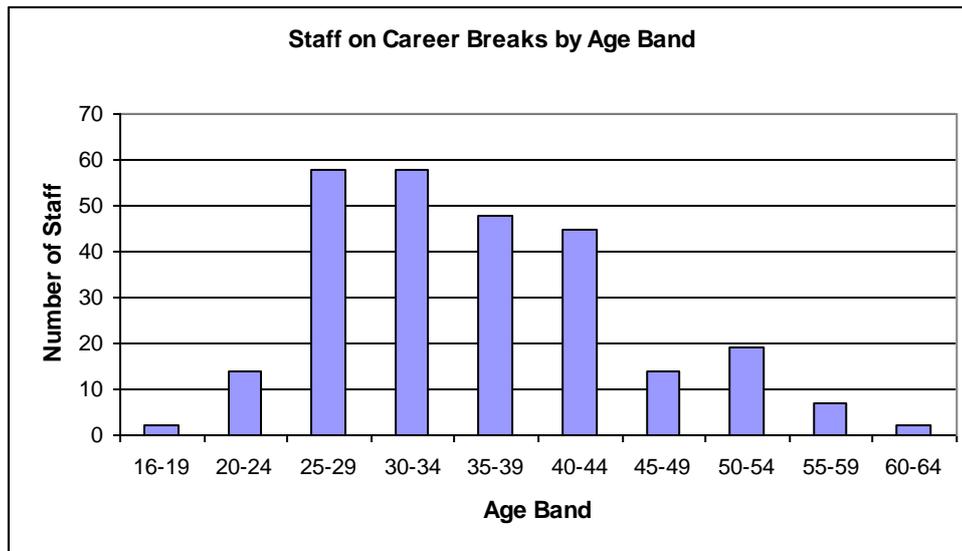
⁶ ONS define child bearing age as 15-44, however the Home Office has employees on maternity leave in the age band 45-49. Therefore the Home Office has defined child bearing age as 16-49.

- **Disability:** Disabled employees taking a career break were comparable to their Home Office composition.
- **Ethnicity:** 33% of employees taking a career break were ethnic minority, compared to their Home Office composition of 25%.
- **Work Pattern:** 51% of those taking a career break were part-time, which is twice their representation rate (20%).

Further facts:

- **Grade:** The proportion of employees taking a career break by grade is virtually comparable with the Home Office composition. The only exception was that no SCS employees took a career break during the period.
- **Age:** The highest proportion of career breaks was in the 25-29 (22%) and 30-34 (22%) compared to their Home Office composition (14% and 15% respectively). The 45-49 age band had only 5% of career breaks but their Home Office composition was 14%. Similarly within the 55-59 age band there were 3% of all career breaks, but their composition within the Department was 8%.

Figure 17: Employees on Career Break by Age Band



- **Religious Beliefs:** Christian employees who took a career break were comparable to their Home Office composition.

Small data size: 1% of employees taking a career break were lesbian, gay or bisexual compared to their Home Office composition of 3%. No conclusions however can be drawn from this as the sample is small.

Section 7: Grievance and Discipline

Misconduct

Key Facts:

- Only 1% of all employees were the subject of disciplinary action (330).

Of these employees:

- **Gender:** 58% of discipline cases involved male employees which is a higher than their representation rate (44%). 38% of discipline cases involved female employees which is proportionately less than their representation rate (56%). These figures may be affected by the 5% of unknowns in the gender field⁷.
- **Disability:** 12% of cases involved disabled employees; 5% higher than their representation rate.
- **Ethnicity:** 43% of cases involved ethnic minority employees which is almost double their representation rate.

Further facts:

Only lesbian, gay or bisexual employees (1%) were less representative in discipline cases when compared to the Home Office population (3%).

Dispute Resolution

Key Fact:

- There were 87 grievance cases initiated or underway in the period which accounts for 0.3% of all employees. Comparator organisations are scarce for this subject area but our figures are in line with those published by Defra who had 84 cases of Grievance⁸.

Of those cases:

- **Gender:** 44% involved male employees which is directly comparable to their Home Office composition; however 2% of cases had an unknown gender. 54% of grievance cases involved female employees; comparable to their Home Office composition.
- **Ethnicity:** 37% involved ethnic minority employees; 12% higher than their representation rate.
- **Disability:** 14% involved disabled employees; twice the representation rate of disabled employees in the Home Office.

Further facts:

Small population: No conclusions can be drawn from this as the sample size is very small.

⁷ These are manual records and not all of the Gender fields are populated.

⁸ Source; (<http://www.defra.gov.uk/corporate/about/how/diversity/2009-workforce/tables/114-120-disciplinary.htm> accessed on 1st December 2010 at 10am)

Bullying, Harassment & Discrimination

Key Facts:

- There were 85 cases of Bullying, Harassment & Discrimination initiated or underway in the department during the period (0.3% of all employees).

Of those under investigation:

- **Gender:** Gender was broadly comparable with representation rate.
- **Disability:** 12% of cases involved disabled employees; almost twice the representation rate.
- **Ethnicity:** 38% of cases involved ethnic minority employees compared to a Home Office representation rate of 25%.

Further facts:

Small population: No conclusions can be drawn from this as the sample size is very small.

Inefficiency

Key Facts:

- There were 20 cases of inefficiency due to poor performance initiated or underway in the department in the period (0.07% of all employees).

Of those involved:

- **Gender:** The gender distribution in these cases was evenly spread and comparable to the Home Office.
- **Disability:** The proportion of disabled employees was generally representative of the Home Office population.
- **Ethnicity:** 44% of inefficiency cases involved ethnic minority employees compared to their Home Office composition of 25%.

Further facts:

Small population: No conclusions can be drawn from this as the sample size is very small.

Other analysis: There were no inefficiency cases involving grades above SEO and no cases involving employees who were lesbian, gay or bisexual.

Re-grading

Key facts:

- In the year, 35 members of employees were re-graded to a lower grade which accounts for 0.1% of all employees.

Of those who were re-graded:

- **Gender:** 63% were female, 7% higher than their representation rate.
- **Ethnicity:** 9% were ethnic minority, 16% less than their representation rate.

- **Disability:** Disability status is not known for 40% of employees who were re-graded to a lower grade band, and as the population was small no further analysis of this has been undertaken.

Further facts:

Small population: No conclusions can be drawn from this as the sample size is very small.

Section 8: Leaving the Home Office

All Leavers

Key Facts:

- 1,897 paid civil servants left the department during the year.

Of those who left the department:

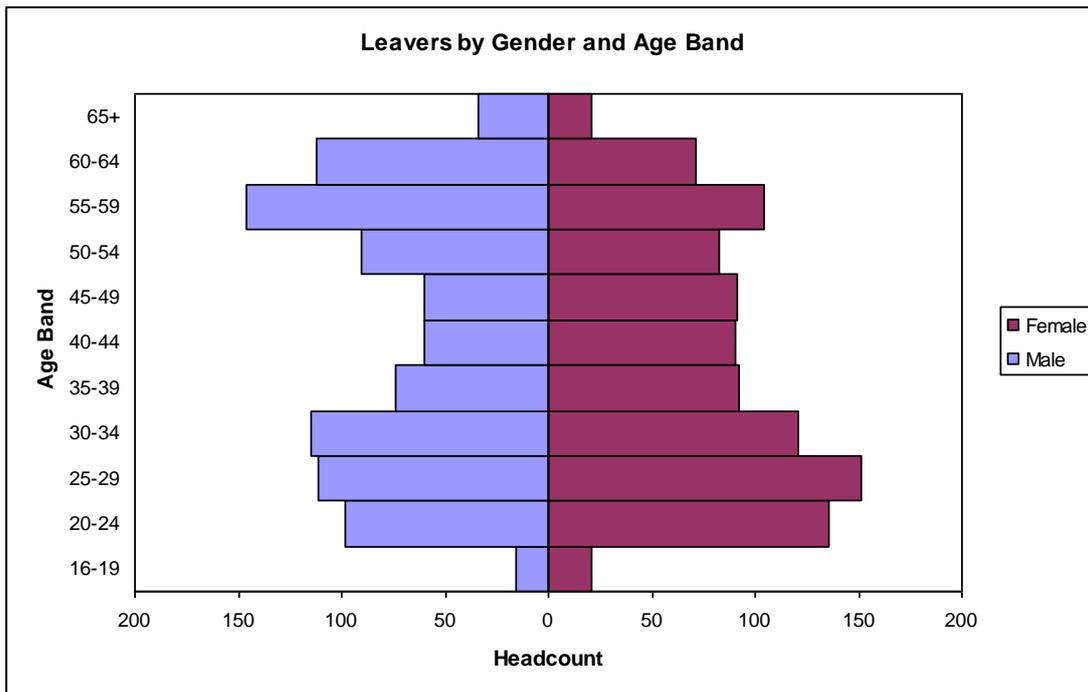
- **Gender:** 52% were female, and 24% of SCS leavers were female.
- **Disability:** 7% of all leavers were disabled which is directly comparable to their representation rates. None of the SCS leavers were disabled.
- **Ethnicity:** 19% of all leavers and no SCS leavers were ethnic minority. These figures are both slightly less than their respective representation rates.

Further Facts:

- **Grade:** Over half of all leavers were in the AO and EO grade at 25% and 28% respectively. The AA grade accounts for 15% of all leavers and HEO grade accounts for 14%. The proportion of all Home Office leavers and SCS leavers were broadly representative of their Home Office composition.
- **Sexual Orientation:** 4% of all leavers were lesbian, gay or bisexual which is directly comparable to their Home Office composition. None of the SCS leavers were lesbian, gay or bisexual. However 66% of SCS leavers did not declare or provided a non-response to sexual orientation therefore these sample sizes are small.
- **Religious Beliefs:** 58% of all leavers and 64% of SCS leavers were Christian.

The graph shows that the majority of leavers were aged 20-34 years and 55-59. Employees aged 16-19 and 65+ account for 5% of Home Office leavers.

Figure 18: Headcount of Leavers by Gender and Age Band



Turnover Leavers

The “turnover” definition includes employees who left due to death, dismissal, resignation, retirement and transfer to OGD.

Key Facts:

- The Departmental turnover rate at the end of the year was 4%.
- There were no ethnic minority, disabled or lesbian, gay or bisexual SCS turnover leavers during the period.

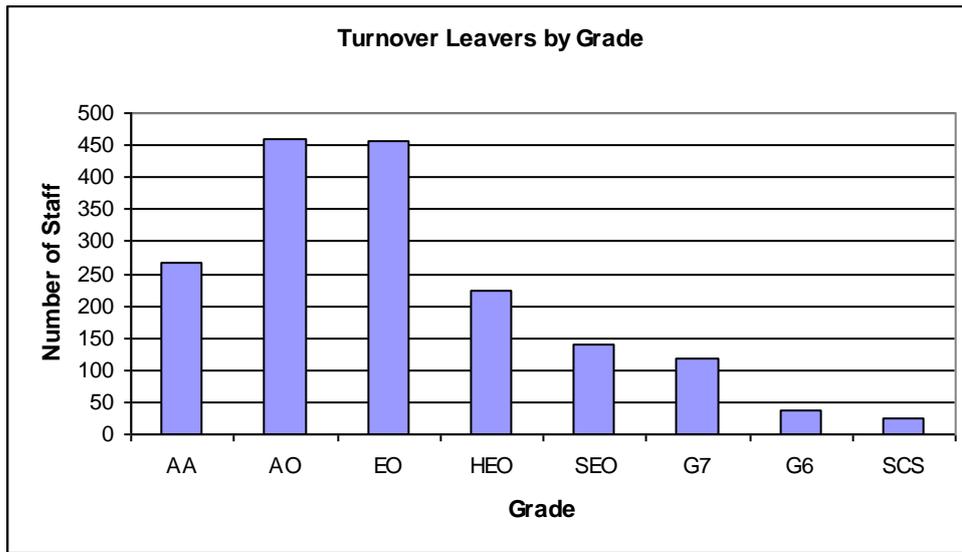
Of those who left the department:

- **Gender:** The general composition was comparable to Home Office representation rates.
- **Disability:** 8% of turnover leavers were disabled which is slightly higher than the Home Office comparison.
- **Ethnicity:** 19% of turnover leavers were ethnic minority which is 6% less than the general representation of the Home Office.

Further facts:

The age breakdown of all leavers is comparable to the Home Office comparison except for age band 40-49 which accounted for 15% of all turnover leavers (half that of their Home Office representation). 4% were lesbian, gay or bisexual and 60% were Christian; both of which are comparable to their Home Office composition.

Figure 19: Headcount of Turnover Leavers by Grade



Appendices

Appendix 1: Data Quality

The Home Office intends issuing Advisory Notes to any area which fails to produce robust and accurate diversity data.

Table 1: Data Quality Issues by Subject Areas

Subject Area	Data Quality Issues
Attendance Management	For those involved in action regarding attendance the proportion of undeclared status was: 11% for disability 17% for ethnicity 33% for sexual orientation and 28% religious belief.
Average Working Days Lost	The average days lost for employees with an undeclared status was: 9.2 for disability 8.6 for ethnicity and 9.1 for sexual orientation on the Adelphi System.
Bullying, Harassment and Discrimination (BHD)	5% of those involved in BHD cases had an unknown working pattern. Declaration rates were relatively low, the proportion of undeclared status was: 30% for disability 32% for ethnicity 47% for sexual orientation and 45% religious belief.
Career Breaks	The proportion of undeclared status was: 35% for disability 16% for ethnicity and 53% for sexual orientation on the Adelphi System. These are quite high compared to the general Home office non response but could be accounted for by employees who are still on their career break and have been since the introduction of Adelphi, meaning they may not have had the option to input their details.
Complaints and Discipline	This data was sourced from Excel records maintained by each Agency individually. Data for HQ, CRB and UKBA was linked to the Diversity and Equality markers held on Data View. IPS data did not contain a unique identifier, so this could not be linked diversity data held elsewhere, but a limited amount of diversity information was included in some data.

Subject Area	Data Quality Issues
Core Skills Assessment	The data contained 2,014 applicants, only 1,513 linked to the diversity and equality information held elsewhere. Some of this can be accounted for due to external employees who have applied but not been successful.
Dispute Resolution	In 2% of cases gender was unknown and in 8% of cases working pattern was unknown. The proportion of undeclared status was: 16% for disability 19% for ethnicity 28% for sexual orientation and 33% religious belief.
Entrants	The proportion of employees who opted to “Prefer not to Say” or made no declaration was: 20% for Ethnicity 27% for Disability and 32% for Sexual Orientation on the Adelphi System.
Home Office Composition	The proportion of employees who opted to “Prefer not to Say” or made no declaration was: 12% for Ethnicity 22% for Disability and 34% for Sexual Orientation on the Adelphi System.
Inefficiency	In these cases the proportion of undeclared status was: 15% for disability 20% for ethnicity 25% for both sexual orientation and religious belief.
Learning and Development	<p>The only data analysed was Internal and External OLM Learning. Classroom based learning contained no diversity and equality information and therefore could not be analysed. There was no data received for CRB and only IPS provided details on whether the Manager had accepted or rejected the employees request for learning.</p> <p>Of the data analysed 11% of all employees who attended training did not declare or provided a non-response to disability which is less than half that of declarations in the Home Office composition. 18% of all employees who attended training did not declare or provided a non-response to Sexual Orientation which less than half that of the Home Office population of non-response which is 39%. 14% of all employees who attended training did not declare or provided a non-response to ethnicity which is less than Home Office population of 18%.</p>

Subject Area	Data Quality Issues
Leavers	The proportion of undeclared status was: 31% for disability 29% for ethnicity and 48% for sexual orientation on the Adelphi System.
Maternity Leave	The proportion of undeclared status was: 20% for disability 12% for ethnicity and 34% for sexual orientation on the Adelphi System. These also could account for employees who are not in the office to add their details.
Misconduct	Gender was unknown for 5% of those in misconduct cases, along with 25% of work patterns. The proportion of undeclared status was: 17% for disability 20% for ethnicity 48% for sexual orientation and 45% religious belief.
Performance and Development Review	The proportion of employees who opted to “Prefer not to Say” or made no declaration was: 12% for Ethnicity 22% for Disability and 34% for Sexual Orientation on the Adelphi System.
Promotion	The proportion of undeclared status was: 23% for disability 10% for ethnicity and 33% for sexual orientation on the Adelphi System.
Qualifications	The proportion of undeclared status was: 6% for disability 8% for ethnicity and 17% for sexual orientation on the Adelphi System.

Subject Area	Data Quality Issues
Recruitment	<p>19,789 people applied for a job in the Home Office. The 7,141 employees who applied to UKBA (below SCS) were part of an external exercise in which the Home Office was unable to receive the raw data. This was already tabulated and meant it could not be combined and analysed with the rest of the Home Office recruitment data.</p> <p>Of the data received for IPS, CRB and HQ, for 4% of applicants (544) it is not known whether they were given an interview or not. These are included in the make-up of those applying for a job at the Home Office, but are excluded from the totals of those interviewed and not interviewed.</p> <p>Of the remaining recruitment data (SCS, IPS, HQ and CRB) there was 10% of gender, 16% ethnicity and 11% disability data missing. For sexual orientation missing data stood at 69% so any conclusions drawn from this should be treated with caution.</p>
Redeployment	<p>IPS was not able to supply any redeployment data. This may be due to no data collection or no employees in the redeployment pool.</p> <p>CRB had no employees in the redeployment pool in the year April 2009 – March 2010.</p> <p>Data supplied for HQ did not include a unique identifier but did include limited diversity and equality information. Nationality, Age and location were missing from the extract.</p> <p>Data for UKBA included Adelphi number, so could be linked to diversity data held elsewhere to obtain more robust diversity and equality information.</p>
Re-grading	<p>The proportion of undeclared status was: 40% for disability 9% for ethnicity and 57% for sexual orientation on the Adelphi System.</p>
Sick Absence Triggers	<p>This report comes from an Adelphi report which links on the individuals Adelphi number. There were no missing employees but the proportion of undeclared status was: 5% for disability 8% for ethnicity 18% for sexual orientation and 15% religious belief.</p>

Subject Area	Data Quality Issues
Employees With No Sick Absence	The proportion of undeclared status was: 23% for disability 15% for ethnicity and 37% for sexual orientation on the Adelphi System.
Talent Scheme	The data contains email address which is used to link to the diversity and equality data held elsewhere. The email addresses linked for 91% of attendees following intense data cleanse. This was originally 61%.
Turnover Leavers	The proportion of undeclared status was: 32% for disability 30% for ethnicity and 48% for sexual orientation on the Adelphi System.

Table 2: Ratings of compliance of all Subject Areas

Source	Subject Area	Business Area	Rating
Data View	Joiners, Current composition, AWDL, Industrial Action, Maternity, Career Breaks, Promotions, Churn, Regrading, Professions, Qualifications, Turnover & Leaving	All	★★★★★
Electronic Local Record	Recruitment	HQ	★★★★☆
Electronic Local Record	Recruitment	UKBA	★★★★☆
Electronic Local Record	Recruitment	IPS	★★★★☆
Electronic Local Record	Recruitment	CRB	★★★★☆
Electronic Local Record	Recruitment	SCS	★★★★☆
Electronic Local Record	Core Skills Assessment	HQ & UKBA	★★★★★
Electronic Local Record	Redeployment	HQ	★★★★☆
Electronic Local Record	Redeployment	IPS	★★★★☆
Electronic Local Record	Redeployment	UKBA	★★★★★
Electronic Local Record	Redeployment	CRB	N/A ⁹
Electronic Local Record	Redeployment	SCS	N/A ⁹
Adelphi Extract	Sick Triggers	HQ & UKBA	★★★★★
Unknown	Annual/Flexi Leave	All	★★★★☆
Electronic Local Record	Grievance	HQ	★★★★★
Electronic Local Record	Attendance	HQ	★★★★★
Electronic Local Record	Bullying, Harassment & Discrimination	HQ	★★★★★
Electronic Local Record	Performance	HQ	★★★★★
Electronic Local Record	Discipline	HQ	★★★★★
Electronic Local Record	Discipline	CRB	★★★★★
Electronic Local Record	Discipline	UKBA	★★★★★
Electronic Local Record	Bullying, Harassment & Discrimination	UKBA	★★★★★
Electronic Local Record	Grievance	UKBA	★★★★☆
Electronic Local Record	Performance	UKBA	★★★★☆
Electronic Local Record	Bullying, Harassment & Discrimination	IPS	★★★★☆
Electronic Local Record	Grievance	IPS	★★★★☆
Electronic Local Record	Performance	IPS	★★★★☆
Adelphi Extract	External Learning	HQ, UKBA & CRB	★★★★★
Adelphi Extract	Internal Learning	HQ, UKBA & CRB	★★★★★
Adelphi Extract	Classroom Learning	HQ, UKBA & CRB	★★★★☆
Adelphi Extract	IPS	IPS	★★★★★
Discover	E-learning	HQ & UKBA	★★★★☆
Electronic Local Record	Talent Schemes	All	★★★★☆
Unknown	Pay	All	★★★★☆
Adelphi Extract	PDR	HQ, UKBA & IPS	★★★★★

⁹ There were no SCS employees or CRB employees in the Redeployment pool therefore we were unable to rate the data.

Glossary

CO	Cabinet Office
CSA	Core Skills Assessment
CRB	Criminal Records Bureau
EMR	Employment Monitoring Report
HR	Human Resources
HQ	Headquarters
IPS	Identity and Passport Service
ONS	Office for National Statistics
OGD	Other Government Department
RY AWDL	Rolling Year Average Working Days Lost
SCS	Senior Civil Servants
UKBA	United Kingdom Border Agency