

NHS Education for Scotland

Workforce Equality Monitoring Report
2009

Executive Summary

During 2009 the NHS Education for Scotland (NES) workforce of permanent staff grew by 4.7% and contingent staff by 45.2%. Throughout this period of expansion, NES has aimed to ensure that it achieves its objective of fair recruitment and employment practices as summarised below and as detailed in the full Workforce Equality Report 2009. In addition, the HR & OD Directorate has updated its Single Equality Scheme Action Plan to address strategic outcomes as detailed below, and has identified the deliverables required in achieving these. (See Table 1). This plan is reviewed regularly by the Staff Governance Committee.

Fixed Term Growth	45.2%
Permanent Growth	4.7%
Total Growth	9.0%

Strategic Outcome - Embedding of equality and diversity principles/best practice in Recruitment and Retention Policy and Procedures

Recruitment Headlines for 2009

- Recruitment data for the year suggests that although females are more likely to apply to NES, they are not any more likely to be successful in attaining employment with NES. The **impact of the grade, tenure and working patterns** of the posts being recruited on the recruitment outcome is not known. It is speculated that these factors may be relevant in the different rates of application and subsequent appointment of males and females to NES posts.
- The collated annual data on the **impact of ethnicity** at different stages of the recruitment processes suggests that there is potentially a prima facie case for review, in particular at the shortlisting stages.
- There is some evidence to suggest that the outcomes of the recruitment processes are **impacted by religion and belief**, therefore further work will be required to reach any reliable conclusions on this.
- NES is not attracting applications from candidates declaring a disability; however disabled candidates who do apply have a good success rate.
- The **most successful** age group in NES recruitment is the **61-65 cohort**, this may be attributed to the professional background required for some NES posts.
- NES is **failing to attract** applications from Lesbian, Gay, Bisexual and Transgender (LGBT) communities. Those involved in the interview stages of recruitment should be trained on LGBT issues in order to **overcome any hidden bias or prejudice**.

This will be incorporated into the new Line Managers' Toolkit and training programme and is a key piece of work under the HR & OD Directorate Single Equality Scheme Action Plan. It will also address issues with religion and belief as noted above.

The NES recruitment process was reviewed as part of a LEAN process in 2008 and external consultants IODA undertook an impact assessment of this process in 2009. The next steps are the **embedding of equality and diversity principles/best practice** in the **Recruitment and Retention Policies and Procedures**. This area of focus will not only look at recruitment processes, but will encompass the full journey from applicant to employee.

The HR Directorate has completed the process mapping exercise for the recruitment process and is in the final stages of procuring software to support the management of staff recruitment which will also considerably enhance the reporting on all aspects of recruitment including equality and diversity, incorporating LEAN action plan and full impact assessment, whilst embedding principles of equality and diversity:

- Immigration Masterclass took place 17/2/2010, highlighting complex nature of immigration and discrimination legislation.
- The Equality and Diversity Learning and Development Plan outlines a recruitment training approach to be implemented across the organisation.
- New HR information management systems will enable monitoring, analysis and review of recruitment processes e.g. to ascertain the impact of religion and belief on recruitment outcomes, the impact of immigration legislation at the shortlisting stage and identifying appropriate actions that should be taken.
- Identify a timescale for the review of training offered to those involved in recruitment.- this has been factored into the project plan for the launch of the new Recruitment Policy & Managers' Toolkit.
- Consider how best to encourage applications from people with a disability. Identify actions and timescales.
- Closely monitor the age demographic and feed into the annual review of the HR priorities in the Single Equality Scheme.
- Review all person specifications to ensure experience and professional background are genuine requirements for the job.
- Seek to promote NES as an employer amongst school leavers and offer on the job training.
- The Learning and Development Plan and the launch of the training plan to support the new Recruitment Policy will also enable training on LGBT issues to be implemented as appropriate.
- Seek to promote NES as an employer amongst the LGBT community.

Retention Headlines for 2009

- An exercise was completed in 2009 to improve **disclosure of equality and diversity information** by NES employees. Following this exercise improved datasets are now available in relation to the ethnicity, religion and belief, disability and sexual orientation of NES employees, enabling more accurate data analysis to take place.

- The HR Directorate is now producing an enhanced suite of management metrics covering a range of staff data. The HR Directorate will in future be able to use this data set together with the more detailed Workforce Equality Report to inform policy development and actions under the HR Directorate SES Action Plan.
- The NES Disability Policy was updated in 2009. The policy aims to better reflect our **positive commitment to promoting disability equality** across our organisation and reflects feedback received from disability stakeholder groups on the focus and emphasis of the policy. The key features of the updated policy are:
 - o Specific reference to 2005 Act.
 - o Reflection of the duty to promote an environment free from discrimination, harassment and victimisation.
 - o Consultation and involvement of stakeholders, including those with disabilities.
 - o Explanation of reasonable adjustments and approach to these.
 - o Positive commitment to remove barriers.
 - o Inclusion of NES' commitment to the See Me pledge, signed by the organisation this year.
- NES joined the **Stonewall Diversity Champions Scheme** and undertook a dummy run of the workforce equality indicator (WEI) benchmarking tool. We have used the feedback received from this to inform our action plan for the next year, with staff and community engagement being identified as key areas for action.
- In 2009 the Directorate recognised that the data reported on leavers was limited in its scope. As a result the **Exit Interview Questionnaire** was reviewed and updated in order to capture more **qualitative data** on why employees leave NES and their experience of NES as an employer. The feedback from the revised questionnaire will be reported and analysed in order to identify any trends or areas of concern relating to turnover.

In **2010**, the HR Directorate will continue to actively engage with equality groups to work with HR on a variety of workstreams, on a consultative basis:

- 'Your NES pages on the intranet are being developed in 2010. These aim to provide a forum for staff to find information relevant to their personal circumstances.
- 'Your NES' pages and NES Express will communicate to staff why we collate Equality and Diversity data.
- Exploration of the ability for staff to update their own personnel records on the HR System on an ongoing basis.

We will develop HR systems to more effectively support the aims and objectives of HR Business Plan, enabling regular analysis and monitoring of data:

- Implementation of a recruitment module linked to Workforce (our HR system), to provide enhanced functionality to report on recruitment activity in support of the NES SES Plan.
- The recruitment team will record location, tenure and grade of posts in recruitment metrics. This will enable further analysis to be taken as to the impact of these factors in relation to the recruitment outcomes by gender and will improve our ability to analyse and address any potential occupational segregation.

We will implement a best practice approach in recruitment campaigns, sharing ideas and develop bank of case studies:

- Feedback on NES' performance in on the WEI is pending and will be used to identify future actions the organisation can take to become an employer of choice for lesbian, gay, bisexual or transgender staff.

Strategic Outcome - Elimination of potential inequalities against gender and pay/grade

- Initial data analysis suggested that there was gender segregation in different grades within the organisation. This prompted a fuller analysis to be undertaken with the breakdown of staff by grade being further reviewed by gender and by full time/ part time status. This more detailed analysis confirmed that there were **no gender issues within pay bands** arising within NES. We will continue to monitor and report gender data by grade on a regular basis in line with Central Legal Office and Scottish Government Health Department guidance.
- NES aims to be a **family friendly employer** and to this end has implemented a range of policies which aim to enable staff to achieve **work life balance** and to enable NES to attract and retain a **diverse workforce**.

In **2010/11**, the HR Directorate will review the uptake and application of family friendly policies by all NES employees.

Workforce Equality and Diversity Full Report: 1 January 2009 – 31 December 2009

1. Introduction

This report will consider the impact of equality and diversity in relation to:

1. Workforce Profile
2. Recruitment
3. Turnover
4. Promotions
5. Training
6. Performance management
7. Grievance and discipline

In particular the report will identify NHS Education for Scotland's (NES) performance in relation to aiming to achieve its objective of ensuring fair recruitment and employment practices. The HR Action Plan for 2010/11 is appended with progress noted. This document is maintained to track progress in achieving the identified deliverables

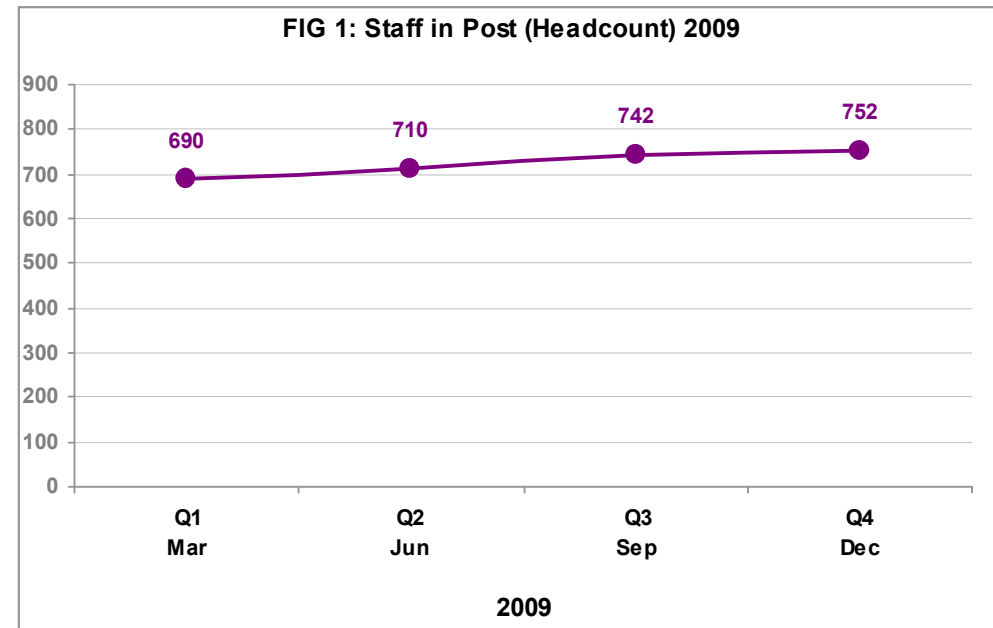
2. Workforce Profile

The reporting period is 1st January 2009 to 31st December 2009. At the first quarter of 2009 there was 690 staff in post, by 31st December 2009 this had increased to 752.

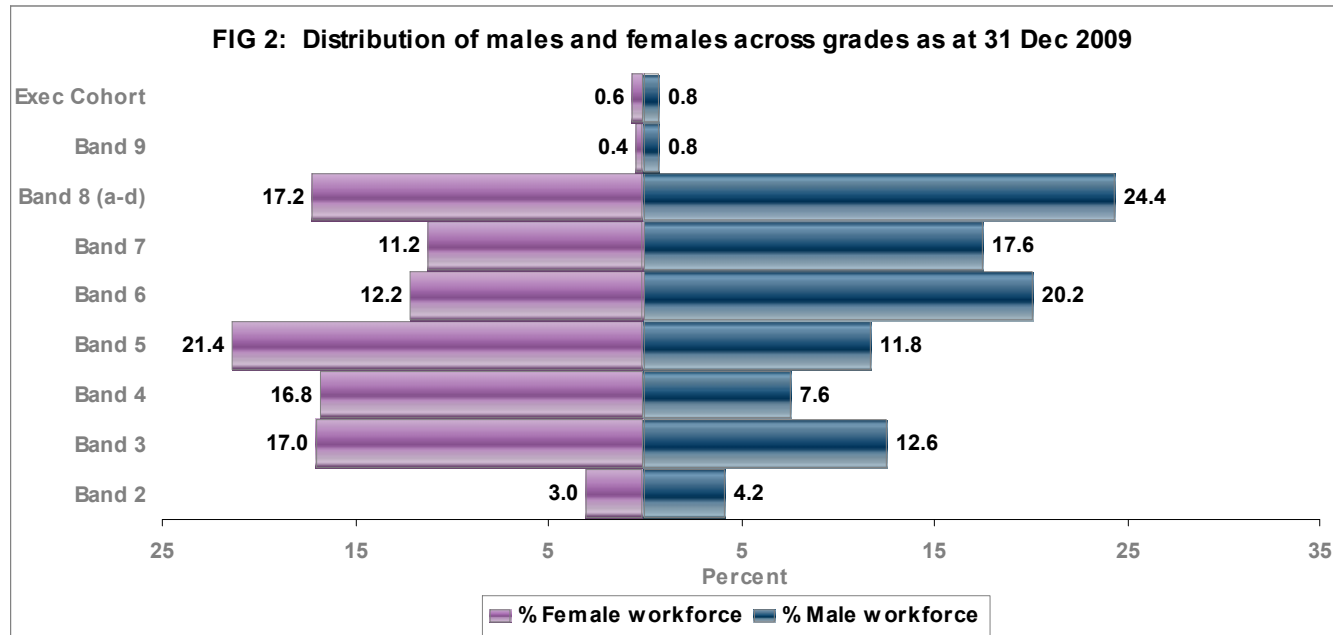
Appended is a full breakdown of staff in post data at 31st December 2009.

2.1 Gender

During this period of growth females have continued to comprise ~72% of the total workforce and ~25% of the total workforce continued to be part time females. Similarly the male workforce has remained at steady levels in relation to full time and part time male staff during the reporting period (~28% of total workforce is male, ~14% of total workforce is part time males).



It was identified during the course of the year that in non medical and dental remunerated roles the female workforce is most prevalent in Agenda for Change Band 5, whereas the non medical/ dental male workforce is most prevalent in Agenda for Change Band 8. This trend prevailed across all quarters. It was also noted that the majority of male employees in NES are employed as on medical and dental terms and conditions as GP Educators.



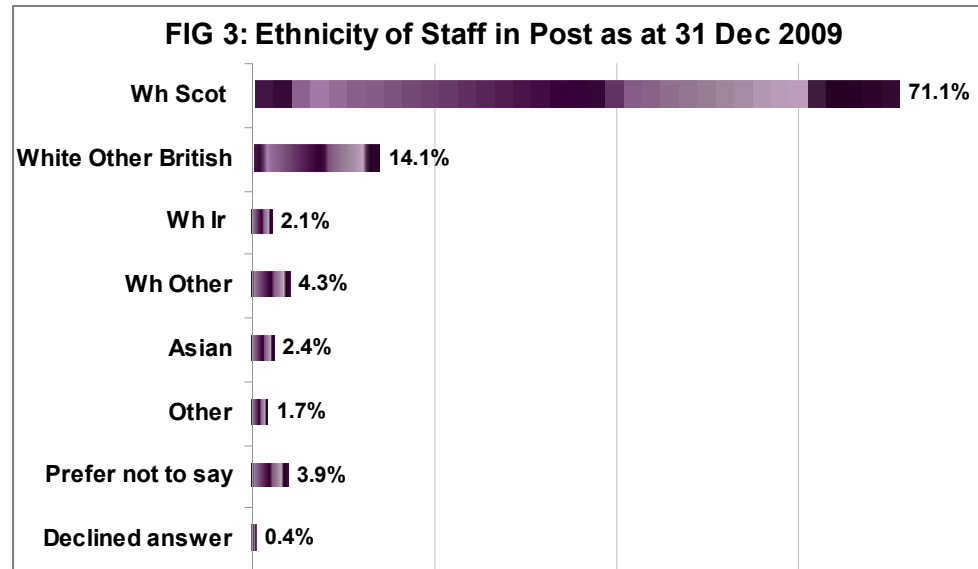
In response to this trend the HR Directorate has undertaken a more detailed analysis of the pay differences by grade and gender across all Agenda for Change grades. This has been further analysed with reference to full and part time staff. There is no inequality evident that would cause the organisation any concern with regards to the levels of pay within each band by gender. In relation to two grades (8a and 9) there are some differences however issues such as small numbers of staff, protected salaries and length of service are influencing factors. The HR Directorate will continue to monitor this data and develop actions to incorporate into our Action Plan if required, and if in line with Central Legal Office and Scottish Government Health Department guidance.

NES has a raft of family friendly policies available to all staff which aim to facilitate the recruitment and retention of NES staff. A review of the application and uptake of these policies is planned for 2011.

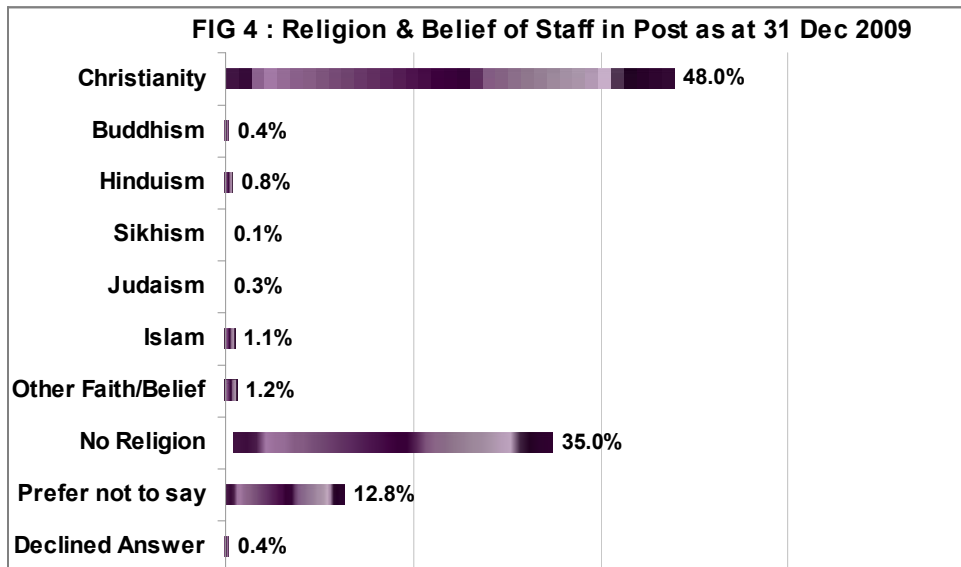
2.2 Ethnicity

During 2009 disclosure of ethnicity by staff has improved. At March 2009 ethnicity was known for 89% of the workforce. This led the HR Directorate to undertake an exercise to update information held on staff and further explaining why the data was required. Following this exercise there has been an increase in the disclosure of ethnicity to 95.7%.

The NES workforce is predominantly white (96% where declared); the remaining staff are predominantly Asian. The National Census describes the general population as being 98% white, NES will continue to monitor the attraction and retention of staff from minority ethnic groups, benchmarking against other special health boards.



2.3 Religion and belief



The disclosure of religion and belief by NES staff improved in 2009, this is due to the exercise undertaken by HR to enable staff to update their records.

At the beginning of the year religion and belief was known for 70% of the workforce, by the end of the year it was confirmed by 86.84% of the workforce, with 12.77% preferring not to say, this means that disclosure of religion and belief stands at almost 100%. Although this is a marked improvement, it is interesting that 12.77% of staff (which equates to 96 employees) still prefer not to disclose this information.

In future disclosure exercises it will be important to continue to reassure staff why we collate and report this data. The 'Your NES' pages on the intranet, which aim to provide a forum for staff to find information relevant to their personal circumstances, combined with articles in NES Express will be

a useful tool in communicating this type of message to staff. In addition, the ability for staff to update their own personnel records on the HR System on an ongoing basis is being explored.

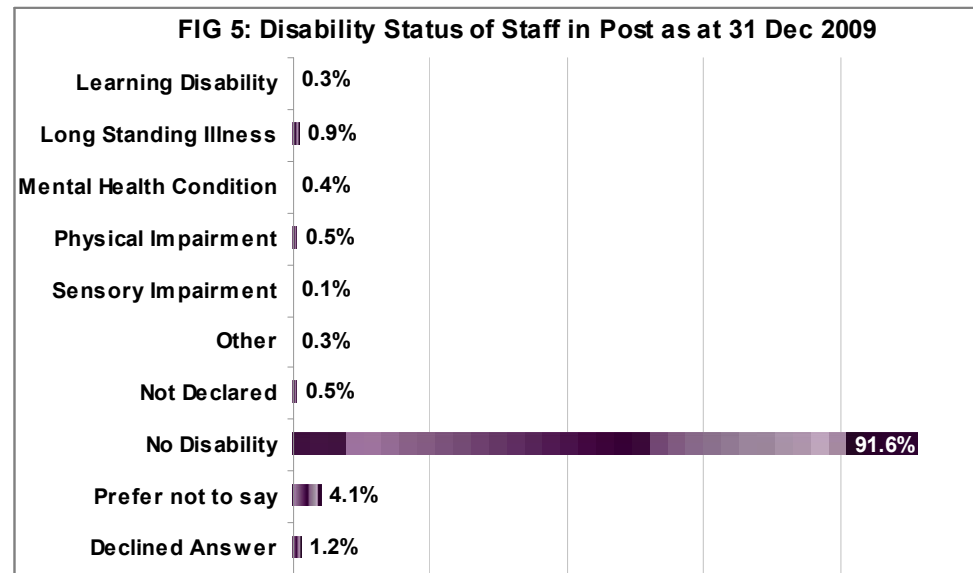
2.4 Disability

In 2009 the disclosure of disability status of NES employees improved. At the beginning of the year it was known for 80% of staff, at 31st December 2009 it is known for 94.7% of staff with 4.1% (31 employees) preferring not to say. The 'prefer not to say' category remains of concern to the Directorate and work is ongoing to reassure staff why we collate such data as outlined above.

During the year we moved from collating information only on whether or not an individual has a disability, to collating data on the type of disability/ impairment, with individuals able to disclose whether their disability can be described as follows:

- learning disability
- long standing illness
- mental health condition
- physical impairment
- Sensory Impairment
- Other
- Not declared

Of the NES workforce 3.2% have disclosed a disability and the most common description of their disability is a long standing illness. Due to the small numbers involved in each category of disability it is not possible to provide a full breakdown of disability by impairment in this report, however this is analysed and reviewed on a regular basis by the HR team.



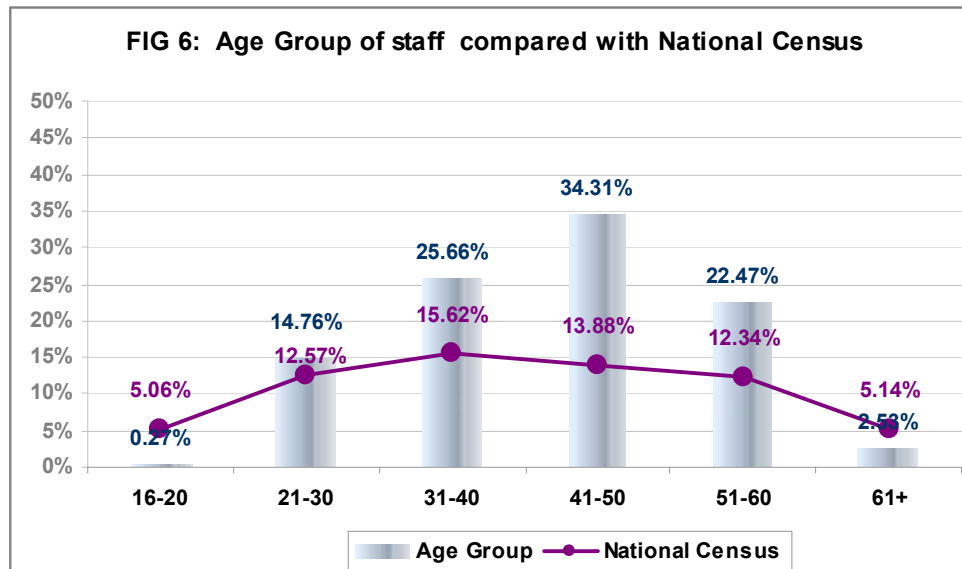
Absence management is an issue that affects all staff, regardless of their disability status. However, the roll out of training for line managers on absence management and the provision of a line manager's toolkit is better equipping managers to support staff with disability related absence in a sensitive manner.

A disability policy was developed within NES in 2009 which aims to promote an approach based on the social model of disability in the workplace. This policy was informed by feedback from disability groups including Capability Scotland, RNID and Signature. There were some very obvious gaps in the previous NES policy, which have been addressed in the updated policy. The key features of the updated policy are:

- Specific reference to 2005 Act.
- Reflection of the duty to promote an environment free from discrimination, harassment and victimisation.
- Consultation and involvement of stakeholders, including those with disabilities.
- Explanation of reasonable adjustments and approach to these.
- Positive commitment to remove barriers.
- Inclusion of NES' commitment to the See Me pledge, signed by the organisation this year.

2.5 Age

Across the year the NES workforce has predominantly fallen into the 41-50 age group (~35% of the workforce). The 16-20 and 61+ age groups were the most underrepresented groups within NES when compared with the national census data.



Although the age demographic of NES can in part be attributed to the clinical experience gained by a number of staff prior to moving into education, training and project roles, close monitoring of the age demographic will continue and feed into the annual review of the HR priorities in the Single Equality Scheme.

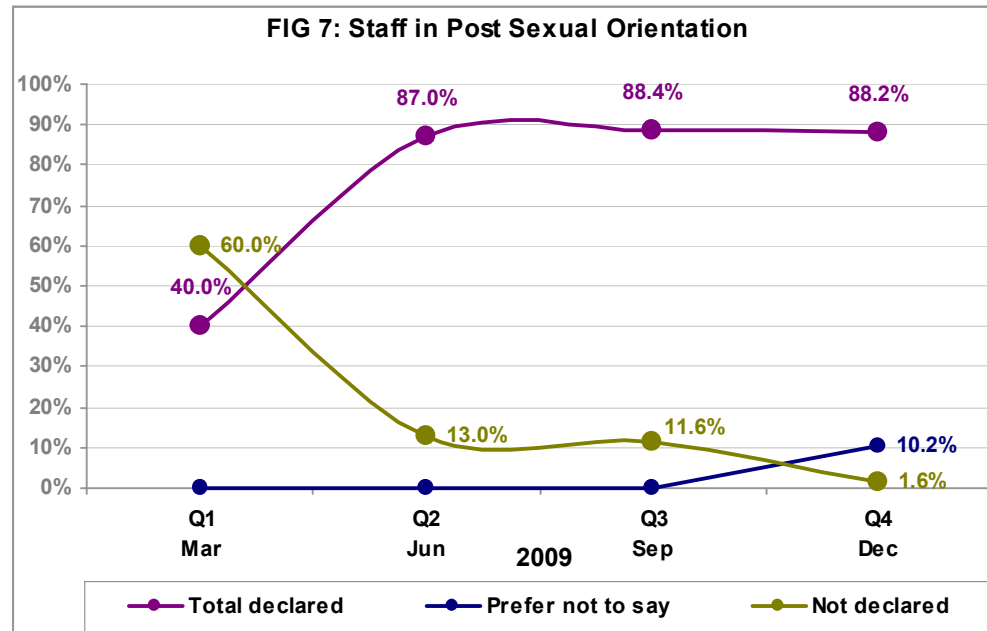
In 2009 the HR Directorate participated in St Augustine's Secondary School Mock Interviews to help potential school leavers in employment. The Directorate will continue to seek opportunities to promote NES to all ages of potential workforce and plan to review job descriptions to ensure that any experiential requirements are valid.

2.6 Sexual Orientation

At the beginning of 2009, sexual orientation was declared by 40% of the NES workforce. During the course of the year staff were given the opportunity to disclose this data during a data update exercise (see above) and were also able to complete the declaration by opting to indicate that they would prefer not to disclose their sexual orientation. By the end of 2009 disclosure had increased to 88% of staff declaring their sexual orientation and 10% of staff declaring that they would prefer not to say, 2% did not declare any information. Of those who did declare, the sexual orientation of NES staff was predominantly heterosexual (98.64%), the remaining cohort were lesbian/ gay woman, gay man or bisexual.

As with disclosure of other equalities data there is work to be done with the 77 employees who declared that they would prefer not to declare this information, as this suggests that they have concerns over why NES would collect this data and how it would be used. Stonewall research suggests that staff may become more willing to disclose this type of information when they feel safe to do so. Therefore, the annual updating of equalities data by staff, combined with work being undertaken to explain why NES collects this data, may lead to a longitudinal increase in disclosure of sexual orientation by employees.

In 2009 NES joined the Stonewall Diversity Champions Scheme and undertook a dummy run of the workforce equality indicator benchmarking tool. The overall NES score for the WEI was 72 out of a possible 200. The average score for Health Sector Organisations was 87, the average score for Scotland was 90 and the top scoring organisation was 154. Feedback suggests that the evidence that NES had submitted in support of its application was comprehensive and a useful model for the future. The Supplier Policies were complemented as being particularly impressive. It is recognised that there are areas considered by the WEI that are more heavily weighted than others and it has been suggested by Stonewall that these areas should be our main focus, as an increase in these scores will impact on our overall score. Therefore, the 2010/11 Action Plan will focus on actions that NES can take to make progress in relation to staff engagement and community engagement. Longer term actions will also be identified for inclusion in future action plans.



3. Recruitment

In the reporting period January-December, 169 posts were recruited to. A total of 1,578 applications were received for these posts and 600 these were subsequently shortlisted, with 169 of these being filled. See table 1 below.

Table 1: Recruitment Activity

Recruitment Activity	Applications received	Shortlisted applications	Posts Offered	Appointments made
Total	1578	600	173	169
%	100%	38% of applications were shortlisted	29% of shortlisted applications were offered a post	98% of offered posts led to appointment

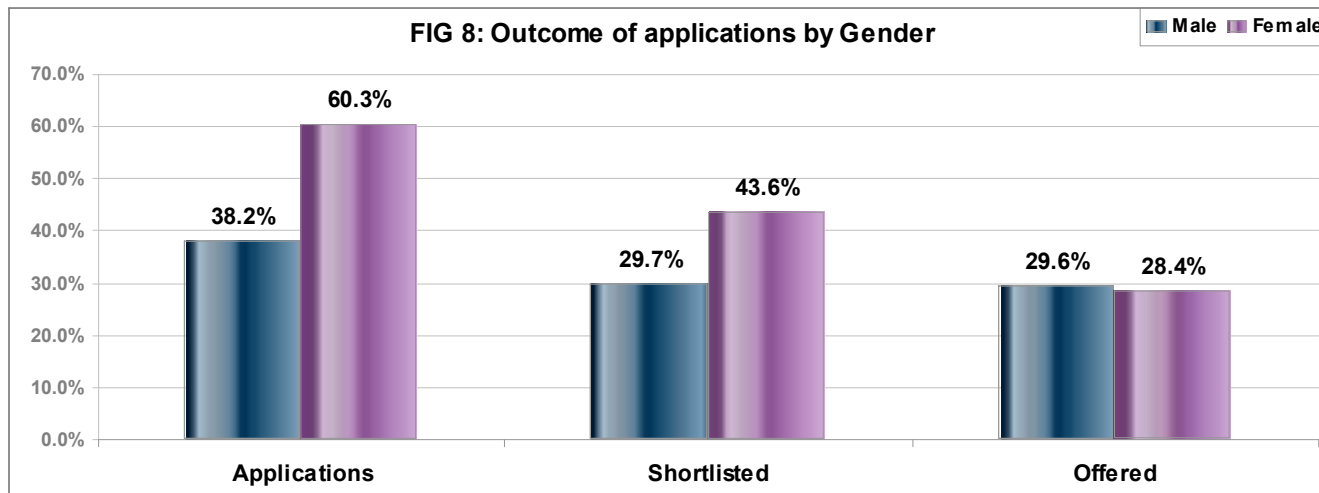
The analysis of the recruitment data is undertaken on the basis of:

- number of applications received and equalities data disclosed
- number of these applications shortlisted
- number of those shortlisted offered posts
- number of those offered posts that are formally appointed.

The NES recruitment process was reviewed as part of a LEAN process in 2008 and external consultants IODA undertook an impact assessment of this process in 2009. Following a Process Improvement Event in February 2010 (using the LEAN methodology), the recruitment policy will be reviewed and the revised recruitment procedures will be fully impact assessed, as part of the new HR SES Implementation Plan. This will ensure that equality and diversity principles/best practice are embedded in the Recruitment and Retention Policies and Procedures. This area of focus will not only look at recruitment processes, but will encompass the full journey from applicant to employee.

3.1 Gender in Recruitment

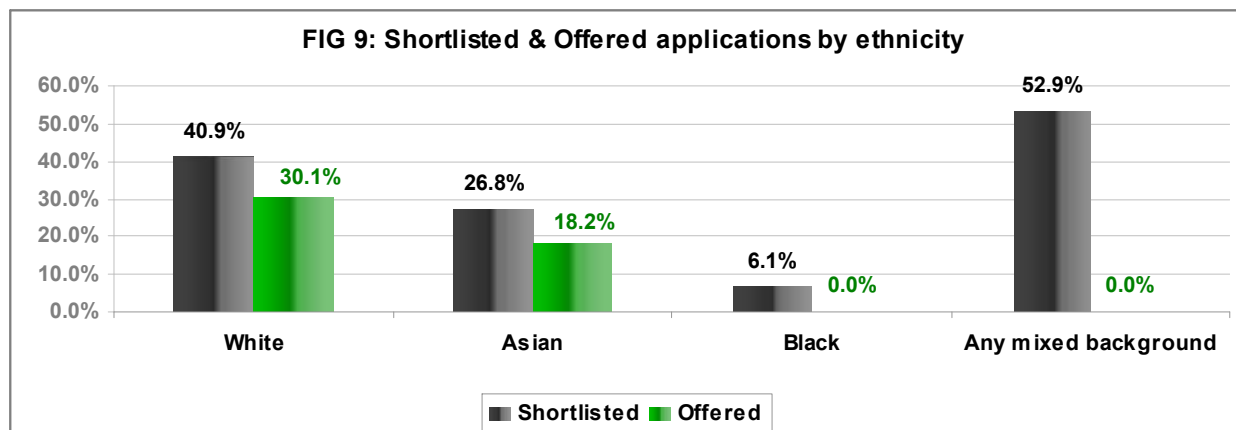
Applications for NES posts were predominately from females (60%). At shortlisting females appear to be more successful, whereas at interview, there is not a significant difference in the outcome by gender. This suggests that although females are more likely to apply to NES, they are no more likely to secure employment with NES than a male candidate, although as a female they are more likely to be shortlisted.



The impact of the grade, tenure and working patterns of the posts being recruited will vary and the impact of this on recruitment outcome is not known. In response to this the recruitment team will record location, tenure and grade of posts in recruitment metrics. This will enable further analysis to be taken as to the impact of these factors in relation to the recruitment outcomes by gender. (See Appendix 7)

3.2 Ethnicity

NES continues to advertise all posts in Equality Britain, a publication aimed at black and minority ethnic groups. The success rate of different ethnic groups at the shortlisting stages is varied. The collated annual data suggests that there is potentially a bias at the shortlisting stages. The impact of immigration legislation on these processes is not known. (See Appendix 8)



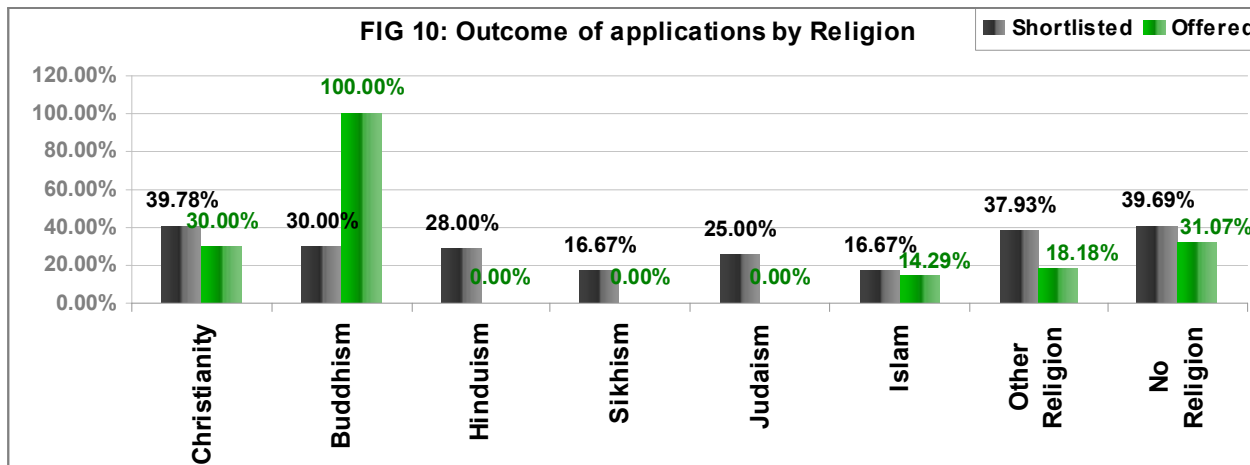
The success rate of other ethnic groups at the interview stages is varied and there is no indication of any particular bias or trend at this stage.

An analysis looking at the grade, tenure and location of posts is planned by the Directorate and will be used to inform any future action plans. An Immigration Masterclass has been attended by the HR team and has enabled further analysis of internal immigration processes. The department will continue to aim to reach as wide an audience as possible when advertising posts.

3.3 Religion and Belief

Compared to national census data on the percentage of the population disclosing their religion/ belief, NES appears to be attracting fewer applications from those disclosing their religion as being Church of Scotland and Roman Catholic. For all other categories of religion and belief, applicants to NES are higher than the national population.

Generally, the impact of religion and belief at shortlisting appears to be minimal, with on average approximately 30% of applicants being shortlisted. However, those disclosing their religion as being Sikhism or Islam do appear less likely to be shortlisted, with approximately only 16% of these applicants being shortlisted.



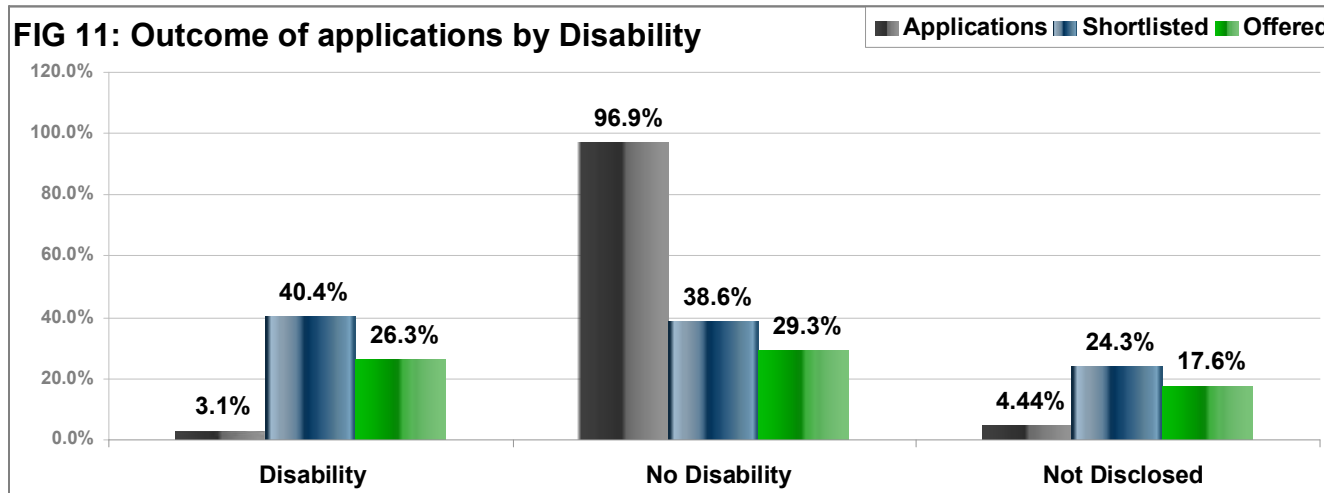
Although the numbers of those disclosing their religion as being Buddhism, Hinduism, Sikhism, Judaism, Islam and Other are relatively small when broken down by religious group, there were in total 141 applications received from individuals from these groups, this is not an insignificant number. Of these applicants 26% were shortlisted and 16% of those shortlisted were offered posts. This does suggest that there is a

possibility that the outcomes of the recruitment process are impacted by religion and belief, however further work will be required to reach any reliable conclusions on this. This exercise will also consider outcomes in relation to ethnicity due to the potential for the two strands to be interrelated. (See Appendix 9)

3.4 Disability

Of those who did disclose their disability status, 3% disclosed as having a disability. This suggests that NES is failing to attract applications from individuals with a disability as the census data suggests that the disabled population is considerably higher than 3%. The main conclusion on disability related issues in NES recruitment is that we are failing to attract disabled candidates. In

response to this we have placed information on where to find out about our vacancies in disability lifestyle magazines Employability and Able.

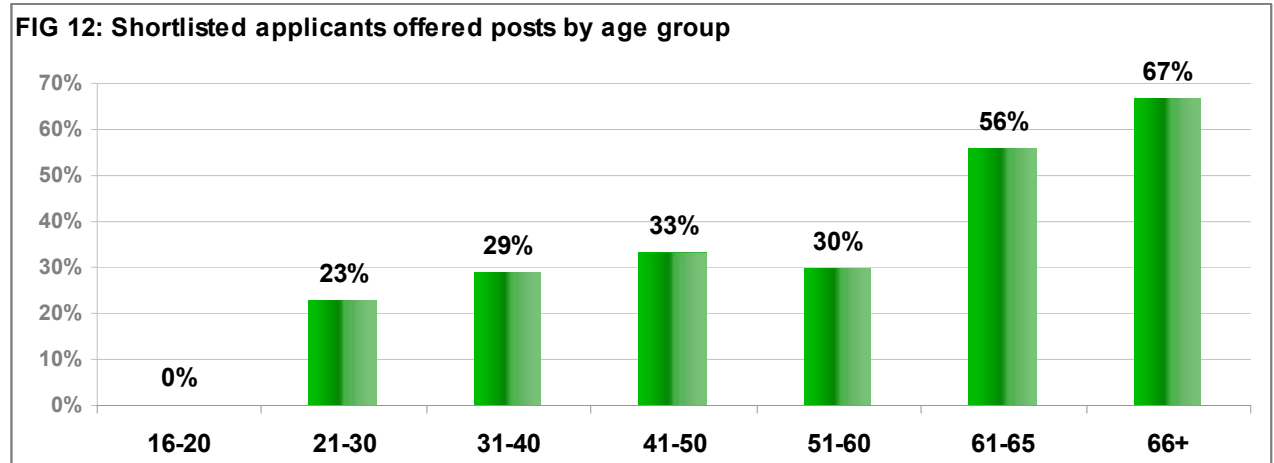


NES is an approved user of the Employment Service ✓✓ disability symbol, which means that we actively support receipt of applications from individuals who consider that they have a disability. These applicants will be guaranteed an interview through the Job Interview Guarantee Scheme (JIG), providing they meet the essential criteria of the post. The JIG scheme appears to be having a positive impact on shortlisting outcomes and the success rate between candidates

declaring a disability and those who do not have a disability is very similar. In addition NES has signed a pledge demonstrating commitment to the See Me campaign, our 2010/11 Action Plan will further build on this commitment. (See Appendix 10)

3.5 Age

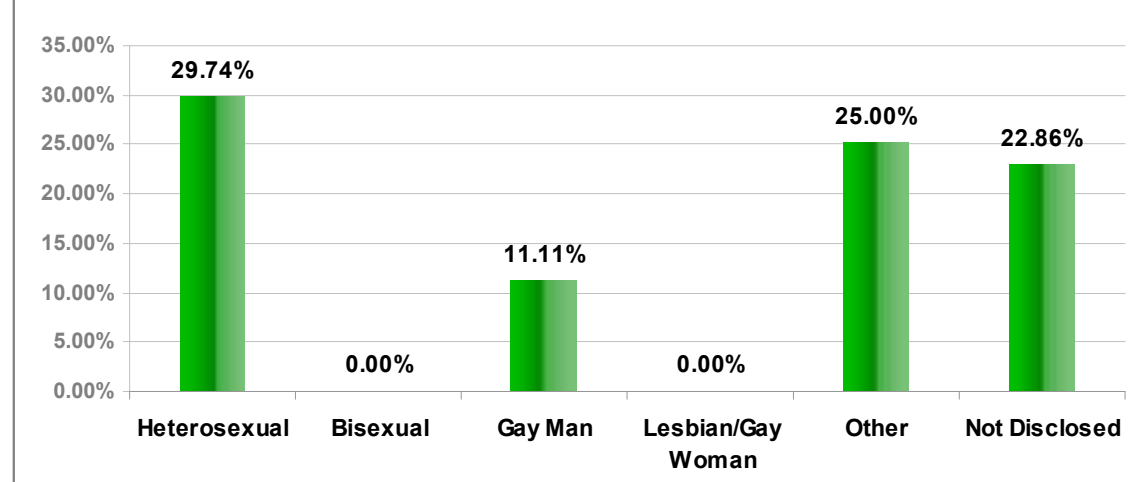
The majority of applications come from the 21-30 age group. The most successful age group at shortlisting is age 61-65; the least successful is the 16-21 cohort. The 61-65 age group are most successful at interview. This may be attributed to the professional experience required for some NES posts; however the HR Directorate should continue to review person specifications to ensure that experiential requirements do not breach age discrimination legislation. NES should consider promoting the organisation amongst school leavers, particularly for administrative posts where on the job training can be provided. (Appendix 11)



3.6 Sexual Orientation

Of the applicants who do disclose their sexual orientation, 3.42% are Lesbian, Gay, Bisexual or Transgender (LGBT). This is below the Stonewall Scotland estimate that 6% of the Scottish population are LGBT. Success rates across LGBT groups at the shortlisting stage are varied, 47% of gay men were shortlisted and 43% of lesbian applicants were shortlisted. The numbers of 'other' and bisexual applicants shortlisted is smaller, but it is difficult to draw conclusions on these outcomes due to the small numbers involved. At interview, however, those who have disclosed as being LGBT are less likely to be successful. Only 11% of those who declared their sexual orientation within one on the LGBT categories were successful, compared to 30% of Heterosexual candidates.

FIG 13: Shortlisted applicants offered posts by sexual orientation



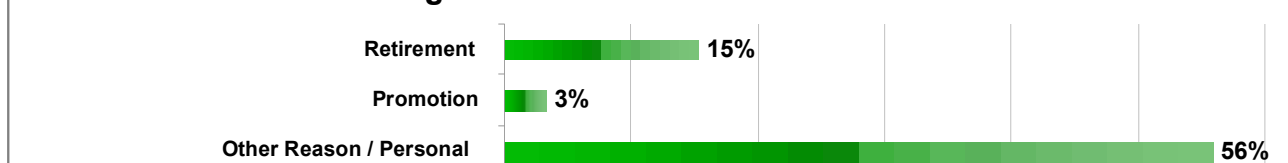
This outcome will be fed into the action plan to be collated following feedback from Stonewall on NES' workforce equality indicator benchmarking. It may be appropriate to consider training for those involved in interviews on LGBT issues. (Appendix 12)

4. Staff Turnover

Turnover for the calendar year will be reported as a total. There were 59 leavers during the reporting period.

The majority of leavers were females in Band 3. The majority of male leavers were those remunerated on CRUMP or the GP Educators scales. Of those who left NES during the reporting period and for whom ethnicity was declared, 98% were white. Religion and belief was not known for 22% of leavers. Of those for whom it was known 51% were Christian and 44% had no religion, the remaining leavers had 'other faith or belief'. The disability status of the leaver cohort was known for 48 individuals, of this 93.8% did not have a disability. Most of the leavers were aged 41-50. All of the leavers were heterosexual. The most common reason for leaving NES was described as 'personal' and 3% were due to dismissal.

FIG 14: Reasons for Leaving NES



This data does not suggest any particular trends in reasons for

leaving or any particular groups leaving at a higher rate than expected. However, in 2009 the Directorate recognised that the data reported on leavers was limited in its scope. As a result the Exit Interview Questionnaire was reviewed and updated in order to capture more qualitative data on why employees leave NES and their experience of NES as an employer. The feedback from the revised questionnaire will be reported and analysed in order to identify any trends or areas of concern relating to turnover.

5. Promotions

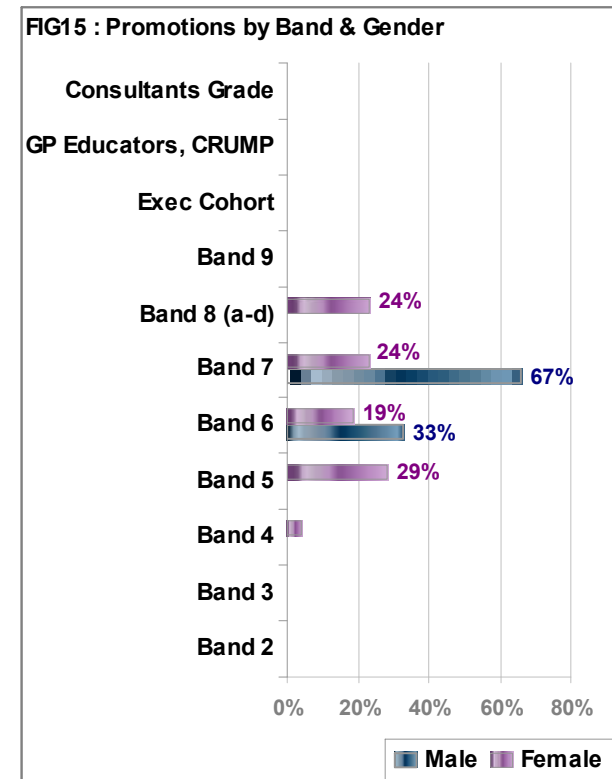
Currently a promotion within NES is any change in a postholder's grade/ band. This does not include the re-evaluations of posts.

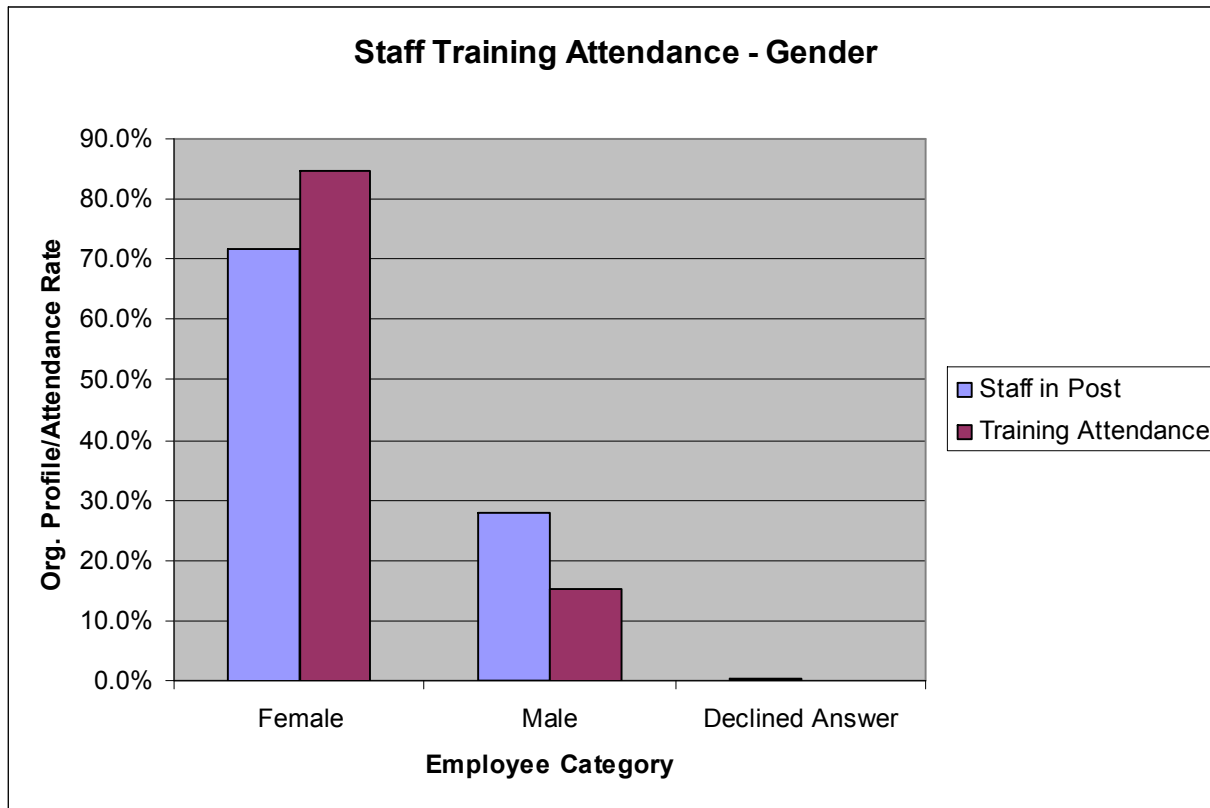
During the reporting period there were 24 'promotions' within NES. The promotions were predominately of females (21), with only 3 being for male staff. The majority of promoted females were Band 5, whereas the majority of male promotions were Band 7. Ethnicity was known for 95.7% of promoted employees, of this cohort, 96% were white. Promoted employees who declared their religion and belief were predominately Christian or had no religion. Disability status was known for 21 of the promoted staff, none of whom considered that they had a disability. The majority of promoted employees were aged 31-40. Of the promoted staff, 18 had declared their sexual orientation (75%) and the split of promoted staff was 50% heterosexual and 50% LGBT.

In 2010 a review is planned as to how NES deals with promotions & re-gradings compared against other NHS and non-NHS organisations.

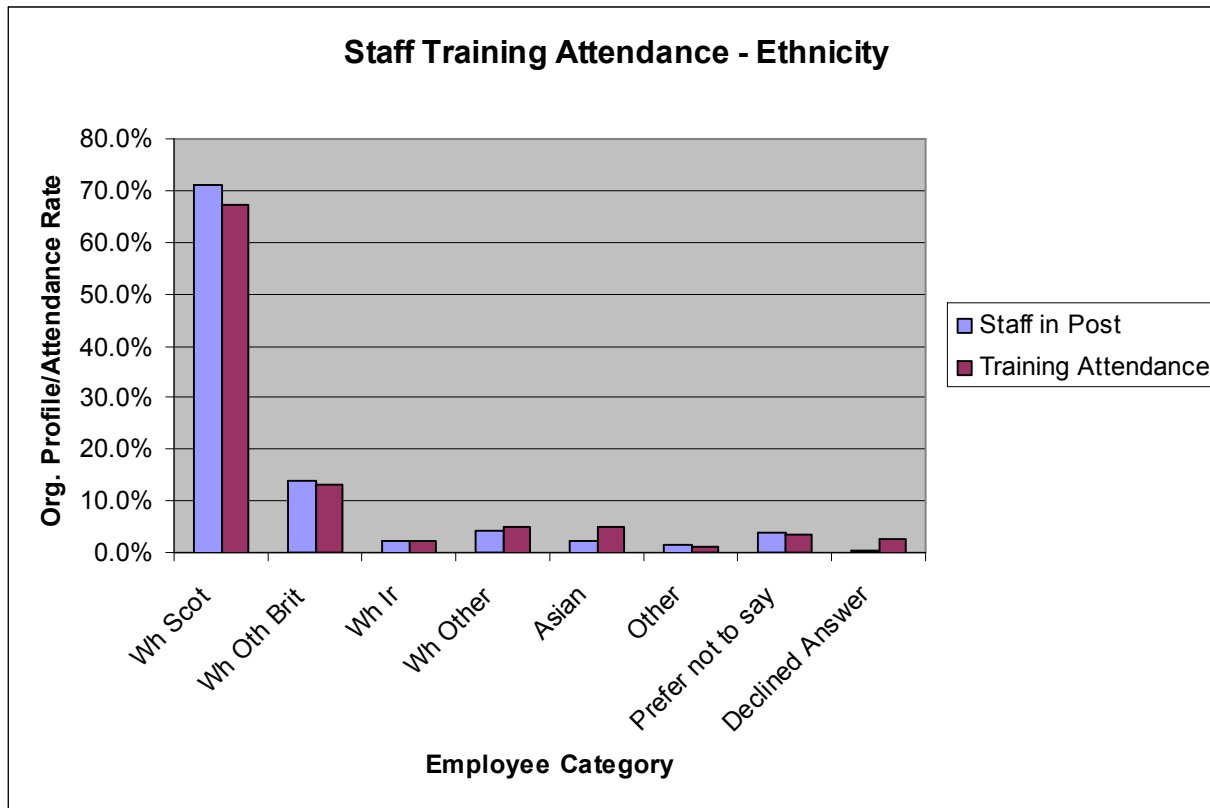
6. Training

The analysis provided below compares the total number of NES employees attending corporate training events 1st January 2009 to 31st December 2009 and is compared against the NES organisation profile at 31st December 2009. In some cases, certain categories have been amalgamated in order to protect the identity of individuals where small numbers could potentially lead to disclosure.

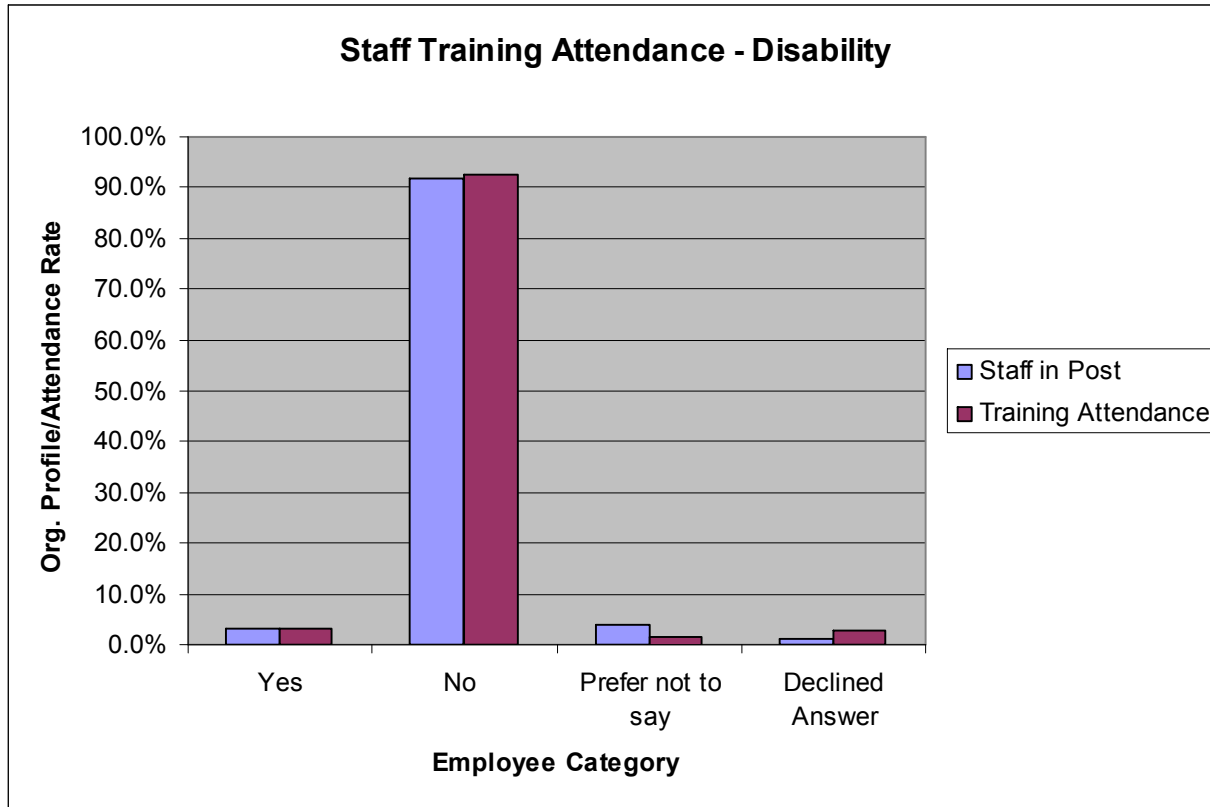




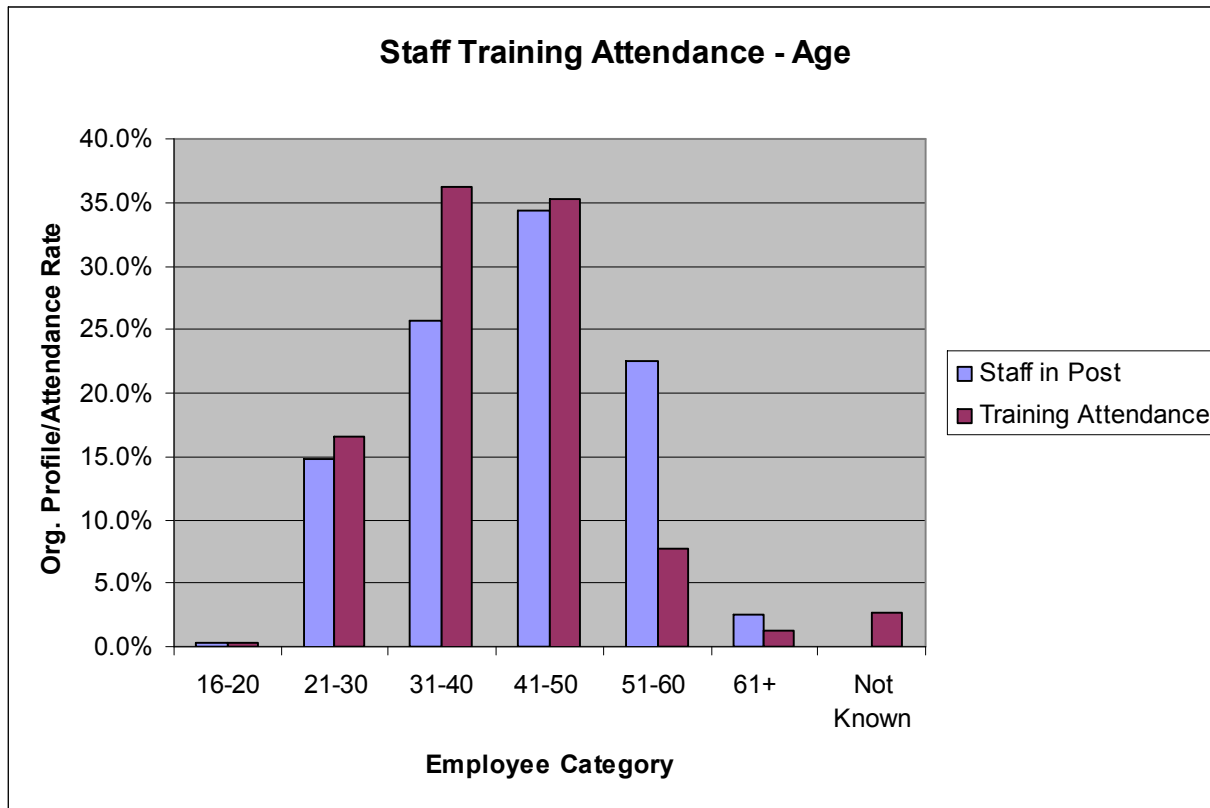
NES continues to be largely populated by female employees who represent 71.7% of the overall employee population. Attendance at training events by female employees accounts for 84.7% of the total number of people attending training. Training is traditionally attended by larger numbers of employees in pay bands 3-6 of which female employees make up the majority leading to the increased gender differential in employees attending learning events.



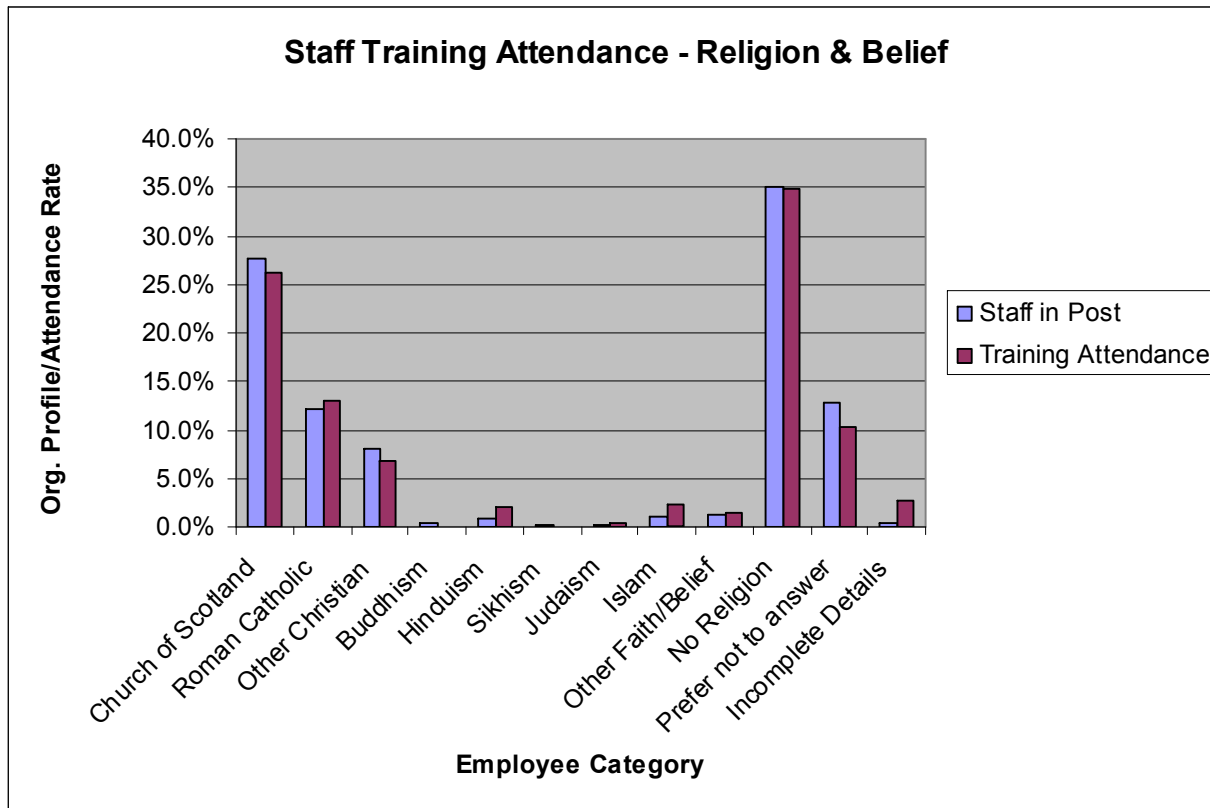
There are no significant variances in the ethnicity of employees attending learning events in comparison to the overall organisational profile. The largest variance demonstrated in this area is in the White Scottish category where 3.9% less people attend training compared to the organisational profile.



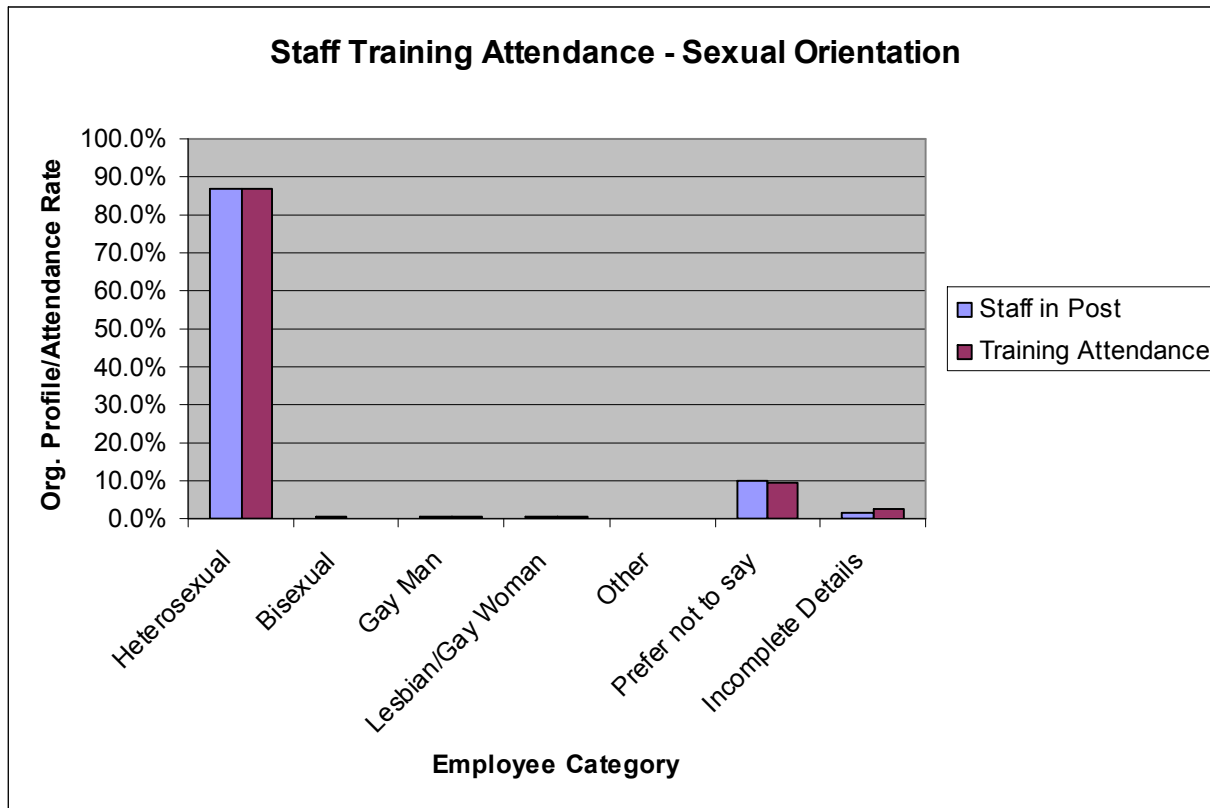
The profile of disabled employees attending training is consistent with the overall organisational profile.



There is a noticeable increased differential in the age profile of those attending corporate training events for the age groups 31-40 and 51-60. This can possibly be explained by the career development requirements of both groups, with the first taking the opportunity to develop knowledge and skills in order to sustain their needs and aspirations whilst the second group have probably reached that point and are less likely to see the need to develop beyond their existing remit.



The religion and belief profile of NES employees attending training is consistent with the overall organisational profile.



The sexual orientation profile of NES employees attending training is consistent with the overall organisational profile.

With the exception of gender and two age categories, the profile of those attending training is broadly similar with the staff in post profile for the organisation. Whilst there are differences across the range of equality and diversity strands, these represent a differential of less than 5%.

As mentioned previously, NES is largely populated by female employees who represent 71.7% of the overall employee population and attendance at training events by female employees account for 84.7% of the total number of people attending training. This figure is consistent with previous years and is consistent with the profile of those likely to attend training taking into account career development requirements, pay band and identified development needs. As an organisation, we will continue to explore and monitor these outcomes with a view to ensuring equity in regards to training for all NES employees.

Age is the only other significant area of difference and in particular the age bands 31-40 and 51-60. Again, this difference can be aligned to the career development requirements and aspirations of the two groups.

7. Performance Management

Pay and progression have not been linked to performance management for most staff. However, NES is currently implementing the NHS Knowledge and Skills Framework (KSF) for all Agenda for Change staff. The KSF is a framework defining the knowledge and skills which are essential to each post. The KSF has a 'gateway' system whereby progression and pay can be linked to the requirement to achieve a defined level of knowledge and skills relevant to the post. The 'gateways' are not yet in effect, but the existence of the gateways means that in the future progress through the KSF may be linked to progression and pay. At that point we will develop a system to review and monitor the impact of the KSF gateway system on diverse groups of staff.

At present, executive cohort pay is based on the assessment of performance against objectives, which are approved and monitored by a remuneration committee. Final gradings are approved by an NHS national performance management committee. NES has fewer than five staff members in this cohort. Results from the two most recent years do not indicate any imbalance between groups in outcomes, but it is difficult to draw robust conclusions from such a small group.

8. Grievance and Discipline

In 2009/10, 3 Grievances were raised through the NES Grievance Policy. Due to the small numbers it is not possible to report equality data nor can robust conclusions be drawn.

There were 2 dismissals in 2009/10. In addition there were 3 investigations that did not progress any further. Due to the small numbers involved it is not possible to report the equalities data and again robust conclusions are difficult due to the small numbers involved.

Strategic Outcome - Embedding of equality and diversity principles/best practice in Recruitment and Retention Policy and Procedures

SES Action Plan 2008-11 Ref	Deliverables	Target Date	Workstream Lead	Reporting Group	Progress to date
A1 A2 B1 B2 D4 E1 F1 G1 G2	Completion of the process mapping exercise for the recruitment process, incorporating LEAN action plan and full impact assessment, whilst embedding principles of equality and diversity.	31/07/2010	HR Manager (Operations)	SG PF	<p>1. Value Stream Event Completed. Detailed action planning event 29 & 30 March completed. Integrated policy, systems and process improvement plan being developed.</p> <p>2. Immigration masterclasses complete.</p> <p>1. LEAN event scheduled 1-3/2/2010.</p> <p>2. Immigration Masterclass scheduled 17/2/2010, highlighting complex nature of immigration and discrimination legislation.</p>
	Recruitment and Disclosure Policies to be updated to take into account equality and diversity principles and best practice.	31/07/2010	HR Manager (Operations)	SG PF	<p>Value Stream Event Completed. Detailed action planning event completed. Integrated policy, systems and process improvement plan being developed. Immigration masterclasses complete. Policies to be reviewed following LEAN event (see above)</p>
	Implement best practice approach in recruitment campaigns, sharing ideas and develop bank of case studies.	31/03/2011	HR Manager (Operations)	PFPI	<p>All planned actions complete.</p> <p>1. Generic advertising in 'Employability' and 'Able' magazines.</p> <p>2. Generic advertising on 'Equality Britain' website.</p> <p>3. Advertising posts in Jobcentre Plus.</p> <p>4. Gained membership on Stonewall's Diversity Champions Programme (NES is listed on Stonewall website as at Jan 2010).</p>
	Develop HR systems to more effectively support the aims and objectives of HR Business Plan, enabling regular analysis and monitoring of data.	31/03/2011	HR Management Team	BG SG PF	<p>Recruitment module procurement process to be completed by April 2010. Implementation plan being integrated with 1&2 above. Quarterly management metrics produced.</p> <p>1. Recording of location, tenure and grade of posts in recruitment metrics from 1/1/2010.</p> <p>2. New set of quarterly high level management metrics for BG now in place.</p> <p>3. Online recruitment module to be procured.</p> <p>4. Long term aim of developing the self-service facility for Staff to update own personal details on HR system on an ongoing basis.</p> <p>5. Continuing to provide comprehensive quarterly analysis of equal opps data for SG.</p>

	Continue to actively engage with equality groups to work with HR on a variety of work streams, on a consultative basis.	31/03/2011	CO & Regional HR Managers	PFPI	<p>1. Work on web page progressing. Possible change to name to link better to other corporate initiatives.</p> <p>2. Feedback from Stonewall to be received March 2010 and will inform 2010/11 SES Update.</p> <p>1. "This is About You" working group established and branding agreed, in alignment with Communications Team corporate strategy. HR rep co-leading working group with Comms. Launch date agreed to be 1st April 2010 and will focus on a number of high profile government initiatives.</p> <p>2. Regular liaison with Stonewall, with a Workforce Equality Index (WEI) informal test run submitted. Feedback from Stonewall will establish a corporate action plan (feedback not yet received).</p>
	Development of policy into practice approach for Line Managers in relation to recruitment (incl. induction) and retention policies.	31/10/2010	OG & Training, HR Managers	SG PF PFPI	<p>1. Managers toolkit launched April 2010.</p> <p>2. Exit procedure implemented.</p> <p>3. Sickness absence management workshops ongoing.</p> <p>1. Outline of Line Managers toolkit completed and launch event planning is currently underway.</p> <p>2. Exit Policy & Questionnaire approved by PF. Launch from 1/2/2010. 1st set of analysis using new data to be undertaken Aug 2010 and every 6/12 thereafter.</p> <p>3. Rollout of Management of Sickness Absence workshops from Oct 2009.</p>
	Promote the annual collection of equal opportunities data amongst Staff (disclosure).	31/05/2010	HR Manager (Operations)	SG PF	<p>Plans progressing for May data collection.</p> <p>1. Collection of data in May 2009. Further collection in May 2010 planned.</p> <p>2. HR Rep attended Stonewall's workforce monitoring event, which focussed on how to create a safe culture for LGBT Staff to disclose personal information (Oct 09).</p> <p>3. ISD have requested NES to pilot a new workforce form.</p>
D3	Review how NES deals with promotions & regradings comparing against other NHS and non-NHS organisations.	31/05/2010	HR Managers	SG PF	<p>1. Information received from a number of other NHSS Boards Jan-Feb 2010</p> <p>2. Group currently seeking information from non- NHS organisations</p> <p>3. Review all data April 2010 and make recommendations</p> <p>Information received from other NHS organisations Jan 2010. Next step is to review data.</p>

HUMAN RESOURCES EQUALITY & DIVERSITY ACTION PLAN - APRIL 2010 TO MARCH 2011

VOCATIONAL TRAINING RECRUITMENT

Strategic Outcome - Continue to support NES Directorates in embedding equality and diversity principles/best practice into the national high profile Vocational Training Recruitment campaigns

SES Action Plan 2008-11 Ref	Deliverables	Target Date	Workstream Lead	Reporting Group	Progress to date
A2 C2 C3 D2	Implement and advise on equality and diversity best practice approach in vocational training recruitment campaigns.	31/03/2011	HR Manager (Operations)	PFPI	<p>Recruitment is cyclical and currently 'live'. Reviews of current processes will be undertaken with recruiting Directorates Summer 2010.</p> <ol style="list-style-type: none"> 1. HR representation on NES Dental E&D Group 2. NES HR representation on UK-wide GP E&D Steering Group 3. Submission of PFPI Audit returns for GP and Dental VT recruitment, in relation to the use of lay reps. 4. Actively ensure VT team's practical knowledge of immigration legislation is up to date and implemented during 'live' recruitment. 5. NES E&D Advisor attended GP Selection Centre as Observer.
	Contribute to the development of online recruitment systems to more effectively support the NES equality & diversity agenda, enabling annual analysis and monitoring of applicant/trainee recruitment data.	31/03/2011	HR Manager (Operations)	PFPI	<p>Recruitment is cyclical and currently 'live'. Reviews of current processes will be undertaken with recruiting Directorates Summer 2010, which will include development of case studies from the current recruitment rounds and rapid impact assessments. Anticipated this will identify any issues required to be mitigated for 2011 recruitment.</p> <ol style="list-style-type: none"> 1. Undertake comprehensive annual analysis of recruitment data, using SPSS. Reporting is undertaken by HR and reported to Dental, Medicine & Pharmacy PFPI Leads, for their final submissions. 2. Ensure equal opportunities data is trackable against applicant journey.
	Participate in the annual review of vocational training recruitment workstreams, ensuring new legislation is embedded in the processes, undertaking full/rapid impact assessments as appropriate.	31/03/2011	HR Manager (Operations)	SG PF	<p>See note above.</p> <p>Annual exercise undertaken following statistical analyses each summer to identify key issues to be mitigated in future recruitment.</p>

	Continue to support NES' commitment to public involvement and working with volunteers and lay members.	31/01/2010	HR Manager (Operations)	PFPI	<p>Actions complete and will now be embedded in normal operational practice.</p> <p>1. Use of Lay reps in VT Recruitment rounds - Dental SHO (from March 2010), GP (last 2 years) and Dental VT (last 5 years).</p> <p>2. HRM (VT) advisory paper produced for Deanery Business Managers prior to the recruitment of Lay reps for the Medical Directorate (PMETB requirement).</p> <p>3. Regional HRMs managed local recruitment campaigns for Medicine Lay reps.</p> <p>4. Induction training for Medicine Lay reps delivered by OD Team.</p>
	Actively promote through candidate guidance the disclosure of disabilities, to enable an enhanced candidate recruitment journey.	Ongoing	HR Manager (Operations)	PFPI, relevant Director Groups	<p>Review of case studies, enhancement to systems will all be looked at as part of the current review of recruitment. Reviews will be undertaken with Recruiting Directorates in the summer and opportunity for shared learning with mainstream recruitment.</p> <p>1. Ongoing development of bank of case studies.</p> <p>2. Effective HR liaison with prospective candidates in relation to the management of individual disabilities and any reasonable adjustments required for selection centres (GP, Pharmacy and Dental SHO).</p>

HUMAN RESOURCES EQUALITY & DIVERSITY ACTION PLAN - APRIL 2010 TO MARCH 2011

GENDER

Strategic Outcome - Elimination of potential inequalities against gender and pay/grade

SES Action Plan 2008-11 Ref	Deliverables	Target Date	Workstream Lead	Reporting Group	Progress to date
D1	Complete annual data analysis on gender segregated pay and analysis of hourly pay rates between male & female staff across all NES staff groups. Develop appropriate action plans.	31/01/2010	HR Managers	SG PF	<p>Action complete. Action to be redefined in line with agreed national approach.</p> <p>Basic data now available, across all A4C grades. No significant issues arise from the data analysis. More detailed analysis was undertaken at Band 8A and reasons for some data differences will be explored and reported on in due course.</p>
	Review application of Family Friendly Policies in NES	31/03/2011	HR Managers	SG PF	<p>Action plan to be developed by June 2010 to include project review plan.</p>

HUMAN RESOURCES EQUALITY & DIVERSITY ACTION PLAN - APRIL 2010 TO MARCH 2011

OD & TRAINING

Strategic Outcome - Embedding of equality & diversity principles within Organisational Development policies and Training Programmes

SES Action Plan 2008-11 Ref	Deliverables	Target Date	Workstream Lead	Reporting Group	Progress to date
A4	Work collaboratively to ensure that NES HR is customising and delivering training programmes that fulfil the developmental needs of our customer base, and that these are evaluated on a regular basis.				
	Embed Equality & Diversity Planning in corporate planning process	30/04/2010	Director HR & OD	SG PF PFPI	In view of transitional nature of 2010/11 corporate plan this timescale is being amended to October 2010. Appropriate guidance to be included in new strategic planning guidelines for 2010/11. Timescales to be amended.
	Identify learning & development requirements through review of PDPs and Directorate plans	Ongoing	OD & Training Manager	SG PF	Learning needs analysis based on PDPs for 2010/11 completed. Learning and Development Policy to be considered by Partnership Forum 25 March and SGC 19 April 2010. Needs assessment part of annual learning & development planning cycle. Revised Learning & Development Policy to be in place by March 2010.
	Conduct evaluation of Same Difference	31/05/2010	OD & Training Manager	SG PF	The external evaluation is ongoing and on track to be completed 31/05/2010. Outcomes will inform future use of existing materials which will also be influenced by the impact of other organisational learning interventions Internal evaluation completed. External evaluation to be completed 31/05/2010
	Evaluation of E&D training to assess impact on behaviours, practices and outcomes	30/04/2010	OD & Training Manager	SG PF	Action complete. Initial analysis will be available in due course. New evaluation process of training courses implemented This deliverable will now be redefined
	Impact assessment of performance management system; Audit of performance management outcomes & PDPs	31/08/2010	Director HR & OD	SG PF	HR & OD Strategy currently under development. New OD strategy being developed which will include performance management review. This deliverable will be embedded in a project plan with timescales.

1. Agree at Board level an organisational development policy and plan, which embeds the principles of equality & diversity, and meets the needs of NES.2. Develop and implement a comprehensive training plan that meets the needs of the organisation, the occupations within the organisation, and the needs of Staff in line with PDP/e-KSF.					
Ensure equality of access to learning & development for all NES staff	Ongoing	OD & Training Manager	SG PF	<p>Learning and Development policy to be considered by Partnership Forum on 25th March and Staff Governance Committee on 19 April 2010. These deadlines have not been achieved.</p> <p>1. System in place to ensure individual staff requirements are met. 2. Audit procedures in place for internal & external venues. Reporting systems now in place. 3. Updated Learning & Development Policy to be in place by April 2010 supported by management reporting. 4. Sessional staff now able to access on line development</p>	
Purchase & implement online equality & diversity training solution.	Completed	OD & Training Manager	SG PF	<p>Action complete. System purchased & implemented</p>	
Provide equality & diversity training for recruiting managers	31/03/2011	OD & Training Manager	SG PF	<p>E&D learning strategy defines future activity . Action to deliver this item will be incorporated into the relaunch of the recruitment policy. Module included in corporate training provision. Policy into practice programme will be developed in response to Recruitment Policy review (see section on recruitment).</p>	
Embed equality & diversity into corporate induction policy & process	28/02/2010	Training & Research Officer	SG PF	<p>Induction policy ratified by Staff Governance Committee 27th January 2010. Induction Policy & Managers tool kit to be launched 02/2010</p>	
Deliver training for Board, senior management & all staff groups	Ongoing as required	OD Team	SG PF	<p>Action completed. E&D Learning Strategy defines future activity. Action completed</p>	
Further develop learning events/training for managers & staff on E&D	30/04/2010	OD & Training Manager	SG PF	<p>New approach incorporated into E&D Learning Strategy. Limited progress made with this item. Action to be reviewed and revised timescales set.</p>	
Enhance quality of Equality Impact Assessments through training & development & review	Ongoing	OD & Training Manager	SG PF	<p>In the period 1/1/2008 to 31/12/2009 11courses have been held and delivered to 92 participants. Four in-house courses are scheduled to take place in 2010/11 in addition to localised training to support individual directorates.</p>	

HUMAN RESOURCES EQUALITY & DIVERSITY ACTION PLAN - APRIL 2010 TO MARCH 2011

OD & TRAINING

Strategic Outcome - To support national Government initiatives aimed at creating positive cultural changes within the workplace.

SES Action Plan 2008-11 Ref	Deliverables	Target Date	Workstream Lead	Reporting Group	Progress to date
see me' Action Plan (09/09/09)	Increase awareness and competencies of line managers on mental health in the workplace.	31/08/2010	OD & Training Manager		Pilot of Mentally Healthy Workplace training due to take place on 24 March 2010. On completion of the pilot, a further 6 courses will be advertised up to 31 December 2010. In addition, elements of mental health training will be added to the NES Managing Attendance course and others as appropriate. E&D Learning Strategy defines future actions. 2 x Mentally Healthy Workplace courses delivered
	Provide and develop resources on intranet for Staff.	01/04/2010	HRMs		Web development being progressed.. "This Is About You" working group established and branding agreed, in alignment with Communications Team corporate strategy. HR rep co-leading working group with Comms. Launch date agreed to be 1st April 2010 and will focus on a number of high profile government initiatives, including 'see me'.
	Incorporate anti-stigma message into the Disability and Dignity at Work policies.	30/06/2010	HRMs		The Disability Policy has been reviewed. To be considered by PF on 25 March then to SGC for ratification. Full action plan being developed to implement new Dignity at Work Toolkit. E&D Learning Strategy refers. Disability Policy revised.
Gender-Based Violence Action Plan, CEL 41	Undertake scoping exercise to identify Staff groups impacted by Gender-Based Violence in the workplace and develop appropriate learning & development solutions.	From 04/2010	OD & Training Manager		See below. Priority staff groups and development required identified.

(2008), (issued 30/10/09)	Contribute to the promotion of the Government's strategy on Gender Based Violence.	From 04/2010	HRM		<p>SGHD has been requested not to issue a standard policy for the service and instead adopt a framework approach through PIN Guidelines. Launch date not yet agreed. Appropriate response to be including in E&D Learning Strategy linked to the Dignity at Work policy review and tool kit launch.</p> <p>"This Is About You" working group established and branding agreed, in alignment with Communications Team corporate strategy. HR rep co-leading working group with Comms. Launch date agreed to be 1st April 2010 and will focus on a number of high profile government initiatives, including reducing Gender-Based Violence.</p>
	Develop NES policy (based on national PIN guideline) on support for staff experiencing gender-based violence.	From 06/2010			<p>See above</p> <p>National PIN guideline is under development and due for delivery in Jan 2010.</p>

APPENDIX 1

Salary Range	Female p-t	% of fem p/t population	Female f-t	% of fem f/t population	Female total	% of total female workforce	Male p-t	% of male p/t population	Male f-t	% of male p/t population	Male total	% of total male workforce	Overall Total
Whitley & Other *	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Band 2	5	3.4%	10	2.8%	15	3.0%	0	0.0%	5	4.6%	5	4.2%	20
Band 3	31	21.4%	54	15.3%	85	17.0%	<5	*	12	11.1%	15	12.6%	100
Band 4	21	14.5%	63	17.8%	84	16.8%	<5	*	8	7.4%	9	7.6%	93
Band 5	40	27.6%	67	18.9%	107	21.4%	0	0.0%	14	13.0%	14	11.8%	121
Band 6	9	6.2%	52	14.7%	61	12.2%	<5	*	23	21.3%	24	20.2%	85
Band 7	17	11.7%	39	11.0%	56	11.2%	<5	*	20	18.5%	21	17.6%	77
Band 8 (a-d)	22	15.2%	64	18.1%	86	17.2%	5	45.5%	24	22.2%	29	24.4%	115
Band 9	0	0.0%	<5	*	<5	*	0	0.0%	<5	*	<5	*	<5
Exec Cohort	0	0.0%	<5	*	<5	*	0	0.0%	<5	*	<5	*	<5
Group A Total	145	100.0%	354	100.0%	499	100.0%	11	100.0%	108	100.0%	119	100.0%	618

Salary Range	Female p-t	% of fem p/t population	Female f-t	% of fem f/t population	Female total	% of total female workforce	Male p-t	% of male p/t population	Male f-t	% of male p/t population	Male total	% of total male workforce	Overall Total
GP Educators, CRUMP	38	88.4%	0		38	88.4%	81	96.4%	<5	*	83	91.2%	121
Consultants Grade	5	11.6%	0		5	11.6%	<5	*	5	71.4%	8	8.8%	13
Group B Total	43	100.0%	0	0.0%	43	100.0%	84	100.0%	7	100.0%	91	100.0%	134

Salary Range	Female p-t	% of total population	Female f-t	% of total population	Female total	% of total population	Male p-t	% of total population	Male f-t	% of total population	Male total	% of total population	Overall Total
All Grades	188	25.0%	354	47.1%	542	72.1%	95	12.6%	115	15.3%	210	27.9%	752
National Statistics						51%						49%	
Variance						21.1%						-21.1%	

APPENDIX 2

Race	Total	% of total workforce
Total declared	720	95.74%
Prefer not to say	28	3.72%
Declined Answer	<5	*
Total Workforce	752	

White										National Census	Variance
Scottish		Irish		British		Other		TOTAL			
	%		%		%		%		%		
535	74.31%	16	2.22%	106	14.72%	32	4.44%	689	95.69%	97.99%	-2.30%

Asian, Asian Scottish, Asian British												National Census	Variance
Pakistani		Bangladeshi		Indian		Chinese		Other		TOTAL			
	%		%		%		%		%		%		
5	0.69%	0	0.00%	10	1.39%	<5	*	0	0.00%	18	2.50%	1.41%	1.09%

Black, Black Scottish, Black British								National Census	Variance
African		Caribbean		Other		TOTAL			
	%		%		%		%		
<5	*	0	0.00%	0	0.00%	<5	*	0.16%	0.11%

Mixed		National Census	Variance
	%		
7	0.97%	0.25%	0.72%

Other		National Census	Variance
	%		
<5	*	0.19%	0.37%

APPENDIX 3

Religion & Belief	Total	% of total workforce
Total declared	653	86.84%
Prefer not to say	96	12.77%
Declined Answer	<5	*
Total Workforce	752	

Christianity								National Census	Variance
Church of Scotland		Roman Catholic		Other		TOTAL			
	%		%		%		%		
208	31.85%	92	14.09%	61	9.34%	361	55.28%	65.09%	-9.81%

Buddhism		Hinduism		Sikhism		Judaism		Islam		TOTAL		National Census	Variance
	%		%		%		%		%		%		
<5	*	6	0.92%	<5	*	<5	*	8	1.23%	20	3.06%	1.34%	1.72%

Other Faith/Belief			
	%	National Census	Variance
9	1.38%	0.53%	0.85%

No Religion			
	%	National Census	Variance
263	40.28%	27.55%	12.73%

APPENDIX 4

Disability	Total	% of total workforce
Total declared	712	94.7%
Prefer not to say	31	4.1%
Declined Answer	9	1.2%
Total Workforce	752	

Disability		Total	% of workforce		
Yes	Learning Disability	<5	0.3%		
	Long Standing Illness	7	1.0%		
	Mental Health Condition	<5	0.4%		
	Physical Impairment	<5	0.6%		
	Sensory Impairment	<5	0.1%		
	Other	<5	0.3%		
	Not Declared	<5	0.6%	National Census	Variance
Total Yes		23	3.2%	16.00%	-12.77%
Total No		689	96.8%		
TOTAL DECLARED		712	100.0%		

APPENDIX 5

Age	Bands 1-9/ equivalent, Senior Cohort	% of non medical/ dental workforce	Medical/ Dental cohort	% of medical/ dental workforce	Total	% of total workforce	National Census	Variance
16-20	<5	0.32%	0	0.00%	<5	0.27%	5.06%	-4.79%
21-30	111	17.96%	0	0.00%	111	14.76%	12.57%	2.19%
31-40	175	28.32%	18	13.04%	193	25.66%	15.62%	10.04%
41-50	197	31.88%	61	44.20%	258	34.31%	13.88%	20.43%
51-60	119	19.26%	50	36.23%	169	22.47%	12.34%	10.13%
61+	14	2.27%	5	3.62%	19	2.53%	5.14%	-2.61%
Total	618	100.00%	134	97.10%	752	100.00%		

APPENDIX 6

Sexual Orientation	Total	% of total workforce
Total declared	663	88.16%
Prefer not to say	77	10.24%
Not declared	12	1.60%
Total Workforce	752	

Bisexual		Gay Man		Lesbian/Gay Woman		Other		TOTAL		Stonewall Estimate	Variance
	%		%		%		%		%		
<5	*	<5	*	<5	*	0	0.00%	9	1.36%	6.00%	-4.64%

Heterosexual	
	%
654	98.64%

APPENDIX 7

GENDER	National Census Population	Applications			Shortlisted		Offered		Appointed	
		Total	%	Variance	Total	% of applications shortlisted	Total	% of shortlisted applicants offered posts	Total	% of offered applicants appointed
Male	49%	603	38.2%	-10.8%	179	29.7%	53	29.6%	52	98.1%
Female	51%	951	60.3%	9.3%	415	43.6%	118	28.4%	115	97.5%
Not Disclosed		24	1.5%		6	25.0%	<5	*	<5	*
TOTAL		1578			600		173		169	

APPENDIX 8

ETHNIC ORIGIN		National Census Population	Applications			Shortlisted		Offered		Appointed	
			Applied	% of applications where disclosed	Variance between Nat. Census Pop.	Shortlisted	% of applications shortlisted	Offered	% of shortlisted applicants offered posts	Appointed	% of offered applicants appointed
White	Scottish	88.09%	963	64.9%	-23.2%	392	40.7%	113	28.8%	113	100.0%
	Irish	0.98%	22	1.5%	0.5%	9	40.9%	<5	*	<5	*
	British	7.38%	182	12.3%	4.9%	84	46.2%	34	40.5%	31	91.2%
	Other	1.54%	127	8.6%	7.0%	44	34.6%	8	18.2%	8	100.0%
Total White		97.99%	1294	87.3%		529	40.9%	159	30.1%	155	
Asian	Pakistani	0.63%	27	1.8%	1.2%	5	18.5%	0	0.0%	0	0.0%
	Bangladeshi	0.04%	<5	*	0.0%	<5	*	<5	*	<5	*
	Indian	0.30%	66	4.5%	4.2%	21	31.8%	<5	*	<5	*
	Chinese	0.32%	24	1.6%	1.3%	6	25.0%	<5	*	<5	*
	Other	0.12%	5	0.3%	0.2%	0	0.0%	0	0.0%	0	0.0%
Total Asian		1.41%	123	8.3%		33	26.8%	6	18.2%	6	
Black	African	0.10%	42	2.7%	2.6%	<5	*	<5	*	<5	*
	Caribbean	0.04%	<5	*	0.2%	0	0.0%	0	0.0%	0	0.0%
	Other	0.02%	<5	*	0.2%	0	0.0%	0	0.0%	0	0.0%
Total Black		0.16%	49	3.3%		<5	6.1%	<5	0.0%	<5	
Any mixed background		0.25%	17	1.1%	0.8%	9	52.9%	0	0.0%	0	0.0%
Total Disclosed Applicants		99.81%	1483	94.0%		574	38.7%	167	29.1%	163	
Other/Not Disclosed		0.19%	95	6.0%	5.8%	26	27.4%	6	23.1%	6	100.0%
TOTAL		100.00%	1578			600	38.0%	173	28.8%	169	

APPENDIX 9

RELIGION	National Census Population	Applications			Shortlisted		Offered		Appointed	
		Applied	% of applications	Variance between Nat. Census Pop.	Shortlisted	% of applications shortlisted	Offered	% of shortlisted applicants offered posts	Appointed	% of offered applicants appointed
Church of Scotland	42.40%	340	24.48%	-17.92%	150	44.12%	45	30.00%	45	100.00%
Roman Catholic	15.88%	192	13.82%	-2.06%	60	31.25%	18	30.00%	18	100.00%
Other Christian	6.81%	197	14.18%	7.37%	80	40.61%	24	30.00%	21	87.50%
	65.09%	729	52.48%	-12.61%	290	39.78%	87	30.00%	84	
Buddhism	0.13%	10	0.72%	0.59%	<5	*	<5	*	<5	100.00%
Hinduism	0.11%	50	3.60%	3.49%	14	28.00%	0	0.00%	0	0.00%
Sikhism	0.13%	6	0.43%	0.30%	<5	*	0	0.00%	0	0.00%
Judaism	0.13%	<5	*	0.16%	<5	*	0	0.00%	0	0.00%
Islam	0.84%	42	3.02%	2.18%	7	16.67%	<5	14.29%	<5	100.00%
Other Religion	0.53%	29	2.09%	1.56%	11	37.93%	<5	18.18%	<5	100.00%
	1.87%	141	10.15%	8.28%	37	26.24%	6		6	
All Religions	66.96%	870			327		93		90	
No Religion	27.55%	519	37.37%	9.82%	206	39.69%	64	31.07%	63	98.44%
Total Disclosed		1389	88.02%		533		157		153	
Not Disclosed	5.49%	189	11.98%	6.49%	67	35.45%	16	23.88%	16	100.00%
TOTAL	100.00%	1578			600		173		169	

APPENDIX 10

DISABILITY	National Census Population	Applications			Shortlisted		Offered		Appointed	
		Applied	% of applications where disclosed	Variance between Nat. Census Pop.	Shortlisted	% of applications shortlisted	Offered	% of shortlisted applicants offered posts	Appointed	% of offered applicants appointed
Total Yes	16.00%	47	3.12%	-12.9%	19	40.4%	5	26.3%	5	100.0%
No	82.30%	1461	96.88%	14.6%	564	38.6%	165	29.3%	161	97.6%
Total Disclosed	98.30%	1508	95.56%		583		170		166	
Not Disclosed	1.70%	70	4.44%	2.7%	17	24.3%	<5	17.6%	<5	100.0%
TOTAL	100.00%	1578			600		173		169	

APPENDIX 11

AGE	National Census Population % of overall population	National Census Population % of work age population	Applications			Shortlisted		Offered		Appointed	
			Applied	% of applications where disclosed	Variance between Nat. Census Pop.	Shortlisted	% of applications shortlisted	Offered	% of shortlisted applicants offered posts	Appointed	% of offered applicants appointed
16-20	5.06%	10.41%	28	1.85%	-8.56%	<5	7.14%	0	0.00%	0	0.00%
21-30	12.57%	20.63%	544	35.93%	15.30%	173	31.80%	39	22.54%	38	97.44%
31-40	15.62%	25.64%	421	27.81%	2.17%	171	40.62%	49	28.65%	46	93.88%
41-50	13.88%	22.78%	323	21.33%	-1.45%	140	43.34%	46	32.86%	46	100.00%
51-60	12.34%	20.26%	173	11.43%	-8.83%	74	42.77%	22	29.73%	22	100.00%
61-65	5.14%	8.44%	25	1.65%	-6.79%	18	72.00%	10	55.56%	10	100.00%
			1514			578		166		162	
66+	14.91%		<5	0.19%	0.19%	<5	100.00%	<5	66.67%	<5	100.00%
Not Disclosed	0.00%		61	3.87%	3.87%	19	31.15%	5	26.32%	5	100.00%
TOTAL			1578			600		173		169	

APPENDIX 12

SEXUAL ORIENTATION	Stonewall Scotland Estimates	Applications			Shortlisted		Offered		Appointed	
		Applied	% of applications where disclosed	Variance between Nat. Census Pop.	Shortlisted	% of applications shortlisted	Offered	% of shortlisted applicants offered posts	Appointed	% of offered applicants appointed
Heterosexual	94%	1405	89.04%	-4.96%	548	39.00%	163	29.74%	159	97.55%
Bisexual		8	0.51%	0.51%	1	12.50%	0	0.00%	0	0.00%
Gay Man		19	1.20%	1.20%	9	47.37%	1	11.11%	1	100.00%
Lesbian/Gay Woman		7	0.44%	0.44%	3	42.86%	0	0.00%	0	0.00%
Other		20	1.27%	1.27%	4	20.00%	1	25.00%	1	100.00%
Total LGBT	6%	54		3.42%	17		2		2	
Total Disclosed		1459			565		165		161	
Not Disclosed		119	7.54%	6.34%	35	29.41%	8	22.86%	8	100.00%
TOTAL	100%	1578			600		173		169	