

Annual Diversity Monitoring Report

April 2008 – March 2009

Executive Summary

This report covers the period from 1 April 2008 to 31 March 2009. It provides an analysis of Audit Scotland's staff profile (at 31 March 2009) by ethnicity, age, gender and working patterns. We also have some information on the disability profile of our staff. In addition, it provides an analysis of recruitment applications received, short-listed and appointments made by gender, age, ethnicity, religion and disability. Other areas of analysis covered are promotions, discipline and grievance, training, Performance Appraisal and Development (PAD) scores and leavers data.

A sub group of the Diversity Steering Group met to discuss this report and have agreed that the following areas should be investigated further:

- Since 2005, 100% of staff at grade B have been female. Human Resources should look at the last year of appointments at this grade to see whether there is a lack of male applicants for these roles, or if men are applying but not getting through the selection process.
- HR should investigate the possibility of splitting down recruitment data further, to assess success at shortlist, assessment and interview stages of the recruitment and selection process. This would give us more detailed information to assess the success of equality strands at each stage.
- HR should investigate average population figures for religion categories in Scotland to compare with recruitment applications received.
- HR should investigate recruitment over the last year to assess whether any patterns exist regarding male/female success through the recruitment process by business group. It would also be useful to look at business group gender profiles alongside this.

This report was discussed with a sub group of our Diversity Steering Group on 3 September 2009. It was submitted to our Diversity Steering Group on 18 September for information and discussion and our Management Team on 13 October. Our next monitoring report will be carried out during April/May 2010 and will cover the period April 2009 to March 2010.

Introduction

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

Background

3. Under the Race Equality Duty, Audit Scotland has to monitor the following by racial group:
 - Staff in post;
 - Applicants for jobs, promotion and training.
4. As we employ more than 150 people we must also monitor by racial group:
 - Grievances;
 - Disciplinary action;
 - Performance appraisal;
 - Number of staff who receive training;
 - Number of staff leaving.
5. Under the Gender Equality Duty we have an obligation to monitor our progress on gender equality. Therefore, this report also includes an analysis of gender. We do not currently hold data on transgender staff or applicants for vacancies. We are still exploring our options for gathering information in this area and will progress this through our work on building a single equality scheme.
6. We have held a series of consultation sessions during the year with Capability Scotland who advised us to approach disability from a social model perspective. This approach recognises that it is factors within the environment which prevent individuals being able to fully participate, rather than the disability itself. Following this event, we engaged with staff to gather disability information and 14 individuals declared themselves as having a disability.
7. Reporting on current staff also includes age and working patterns. Our recruitment analysis contains information on age, disability and religion.
8. Age ranges have been changed to allow benchmarking with annual population survey data (16-24, 25-34, 35-49 and 50+).

9. It was agreed by the Diversity Steering Group that, where numbers represent less than five employees, there would be no specific reporting for confidentiality reasons.
10. Our last report covered the calendar year January 2007 to March 2008. This report and future reports are now aligned with our end of year reporting and corporate planning processes.
11. The recruitment statistics in this report include both internal and external campaigns carried out during the financial year 2008-2009. This report does not include three campaigns as they were not complete at the time of reporting.

Key developments during the period April 2008 to March 2009

12. During 2008, we published annual update reports on our progress with disability and gender equality.
13. During 2008-2009, as part of our impact assessment process, we held a number of involvement events with Capability Scotland. Topics for consultation included our corporate plan, forward study programme, recruitment and selection, Best Value 2, a study of physical education, IT replacement strategy and moving towards electronic working papers. We have published consultation reports outlining issues raised and recommendations for Audit Scotland to consider. We are actively progressing actions from this process.
14. We commenced a programme of high priority impact assessments and training was carried out for those involved. A further programme of training is scheduled for 2009 and beyond.
15. We developed a revised delivery infrastructure for diversity and equality and published terms of reference for our new Diversity Steering Group. These are published externally on our website.
16. We started work on combining our three equality schemes for race, gender and disability. We will also include religion/belief, sexual orientation and age. We plan to have a single equality scheme in place by December 2009.

Staff Profile

17. This section provides information on the ethnicity, gender, age and working patterns of Audit Scotland employees as at 31 March 2009.

Ethnicity

18. Exhibit 1 shows the ethnicity profile of Audit Scotland over four years (2005–2009). It also includes Scottish population data on working age and those in employment.

Exhibit 1 Ethnicity profile

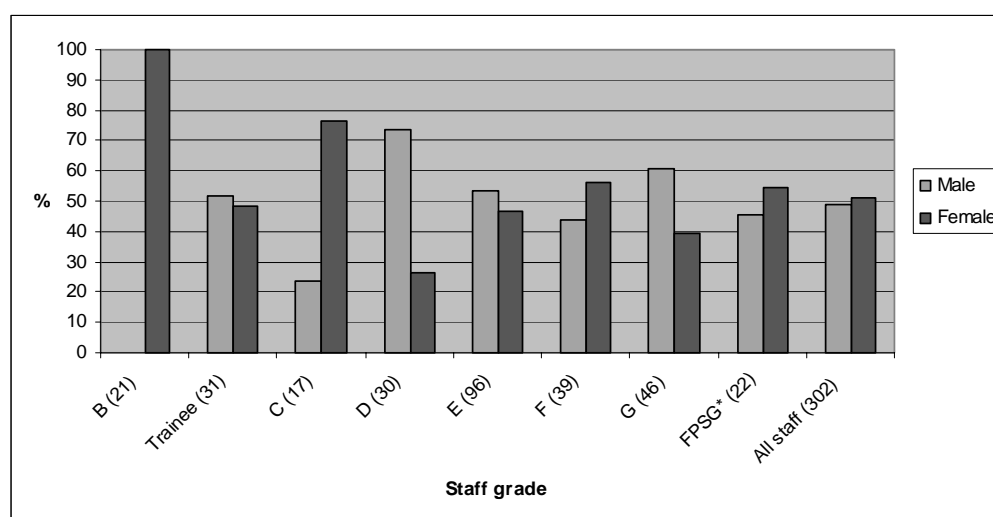
Ethnicity	Audit Scotland staff				Working age population in Scotland (%-07/08)	People in employment in Scotland (% -07/08)
	Dec-05	Dec-06	Mar-08	Mar-09		
White	97.6	98.2	98.6	98.3	97	97.5
Minority ethnic	2.4	1.8	1.4	1.7	3	2.5

Source: Audit Scotland & Annual Population Survey October 2007 – September 2008, ONS

Gender

19. Audit Scotland has 302 employees as at 31 March 2009¹. Exhibit 2 shows the percentage of males and females employed within each grade. Full figures by grade (2005-2009) are detailed in appendix 1.

Exhibit 2 Gender profile by grade



Note: figures in brackets show the total number staff in each grade².

Source: Audit Scotland

¹ This does not include three student placements.

² B – Administration, C – Specialists, D – Senior Specialists, E – Auditors, F – Managers, G – Senior Managers, T – Trainee Auditor, FPSG – Fixed Point Salary Group (Directors and Assistant Directors)

20. Exhibit 3 shows the gender profile for Audit Scotland staff over four years (2005-2009).

Exhibit 3 Gender profile 2005-2009

Gender	Audit Scotland staff			
	December 2005 (%)	December 2006 (%)	March 2008 (%)	March 2009 (%)
Male	54.5	52.2	50.5	49
Female	45.5	47.8	49.5	51

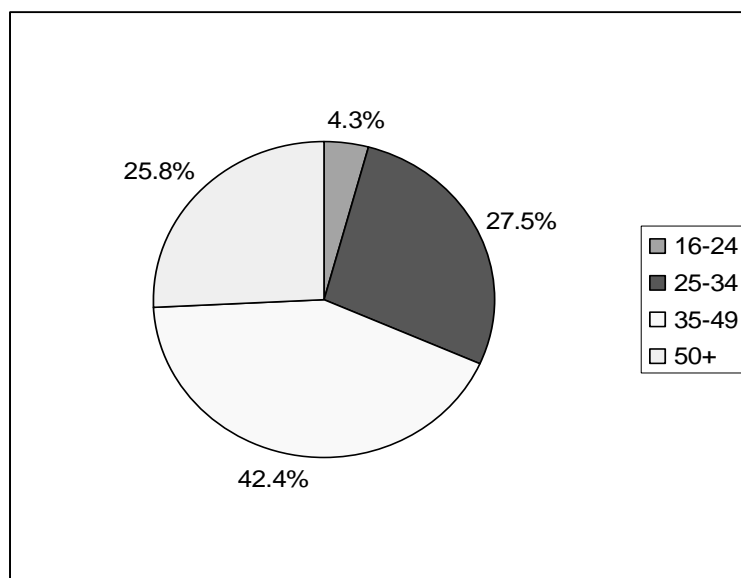
Source: Audit Scotland

21. As at 31 March 2009, there are more female staff (154) than male staff (148). The last four years has seen a very gradual increase in female and decrease in male staff. Last year, there were more males than females in grades D, E, F and G. This year, this is still the case with the exception of grade F. Since 2005, there have been more female than male staff in grade C and all staff at grade B have been female. Audit Scotland's overall gender profile compares to Scotland's working age population of 51.4% males and 48.6% females (October 2007 to September 2008 annual population survey data).

Age

22. Exhibit 4 shows the age profile of Audit Scotland staff as at 31 March 2009. The age ranges have been changed in order that we can benchmark with annual population survey data. However, to allow comparison with previous years, both age range sets have been shown (see exhibit 5 below). Future reporting will contain new age range data only.

Exhibit 4 Age profile



Age	16-24	25-34	35-49	50+
	13	83	128	78

23. The majority of Audit Scotland staff fall within the age range 35-49 (42.4%). The smallest proportion of staff are within the age bracket 16-24 (4.3%).
24. See exhibit 5 below for the age profile of staff over the last three reporting periods. This also includes annual population survey data for the year ending September 2008.

Exhibit 5 Age profile 2006 - 2009³

Age	Old age ranges			New age ranges			
	December 2006 (%)	March 2008 (%)	March 2009 (%)	Age	March 2009 (%)	People in employment in Scotland (07/08)	Working age population in Scotland
< 25	2.2	3.4	4.3	16-24	4.3	15.3	19.1
25 – 34	29.9	28.7	27.5	25-34	27.5	21.1	19.6
35 – 44	33.9	32.1	30.8	35-49	42.4	38.9	35.4
45 – 55	26.3	26.3	26.8	50+	25.8	24.7	25.9
> 55	7.7	9.6	10.6				

Source: Audit Scotland and Annual Population Survey October 2007 – September 2008, ONS

25. The following age ranges have seen a very gradual increase in percentage over the last three years: <25 and >55. Age ranges 25-34 and 35-44 have seen a very gradual decrease in percentage. Age range 45-55 has remained static at 26% of staff. It should be noted that Audit Scotland usually take on student placements

each year. These individuals are not included in this report but the majority of individuals to date have fallen within the <25 age banding.

26. We will continue to monitor age data using our new age ranges to identify trends.
27. See appendix 2 for information on which age range(s) the majority of staff sit in each grade.

Working patterns

28. Audit Scotland operates a flexi time scheme and homeworking policy to enable staff to strike a better balance between their home and work responsibilities. Four (white, female) employees have formal homeworking arrangements in place⁴. In addition, 40 (compared to 37 in 2008) employees have alternative working arrangements e.g. annualised hours, reduced hours, etc. Two of those with a formal homeworking agreement in place are included in the alternative working arrangements figure. So, 14% ($\frac{42}{302} \times 100$) of all staff have alternative working arrangements. As in 2006 and 2008, females have alternative working hours across all grades. Males also continue to have alternative working arrangements in grades E and G only. Exhibit 6 shows an analysis of alternative working arrangements by age, gender and ethnicity (2006-2009).

Exhibit 6 Alternative working arrangements by gender, ethnicity and age (2006 to 2009)

	December 2006 (%)	March 2008 (%)	March 2009 (%)	2009 - as % of all in category		
Male	11.4	10.8	9.5	2.7		
Female	88.6	89.2	90.5	24.7		
White	97.1	97.3	97.6	13.8		
Minority Ethnic	2.9	2.7	2.4	20.0		
Old age ranges	December 2006 (%)	March 2008 (%)	March 2009 (%)	New age ranges	March 2009 (%)	2009 – as % of all in age category
< 25	0.0	0.0	0.0	16-24	0.0	
25 - 34	14.3	18.9	19.0	25-34	19.0	9.6
35 - 44	34.3	32.4	38.1	35-49	47.6	15.6
45 - 55	37.1	24.3	23.8	50+	33.3	17.9
> 55	14.3	24.3	19.0			

Source: Audit Scotland

⁴ A formal home working arrangement is where the home is used as a regular place of work on a predictable basis or the amount of time spent working from home is equal to or exceeds 20% of available contractual working hours and/or the home is to be the base location for an employee who spends the majority of time working from other, multiple locations (business related travel will be a regular feature of the role and allocating an Audit Scotland office as a base location is not an effective or practical option).

Recruitment

29. Audit Scotland's recruitment and selection process is designed to be fair, robust and follow best practice principles. Individuals are assessed on the competencies required to carry out the role effectively. All staff involved in recruitment and selection attend corporate training which covers the legislative framework and diversity and equality issues.
30. We have recently completed a best value review and equality impact assessment of recruitment and selection including involvement with Capability Scotland and recent new recruits. This has resulted in an action plan for progress, which we will be implemented during 2009 and 2010.
31. During the period April 2008 to March 2009 we advertised vacancies in the press/on-line 12 times and offered appointments as a result to 48 people (30 external and 18 internal offers)⁵. Of the 48, 8 posts (> 6 months in duration) were approved for making an appointment with internal advertising only. The decision to advertise internally only is based on a number of criteria as set out within our recruitment and selection policy. These include operational business risk, value for money and whether it is justifiable on the basis of our commitment to equal opportunity and diversity.
32. An analysis of applications for internally and externally advertised vacancies during the period April 2008 to March 2009 is provided below (exhibit 7), by number of applications, number short-listed and number appointed.

Exhibit 7 Recruitment during the period April 2008 and March 2009

	Stage 1: Applications received		Stage 2: Applications short-listed		Stage 3: Applications appointed	
	No.	%	No.	%	No.	%
Ethnicity						
White	667	84.5	218	89.0	43	89.6
Minority ethnic	87	11.0	18	7.3	4	8.3
No information provided	35	4.4	9	3.7	1	2.1
Gender						
Female	389	49.3	133	54.3	27	56.3
Male	373	47.3	107	43.7	20	41.7
No information provided	27	3.4	5	2.0	1	2.1
Age						
	No.	%	No.	%	No.	%

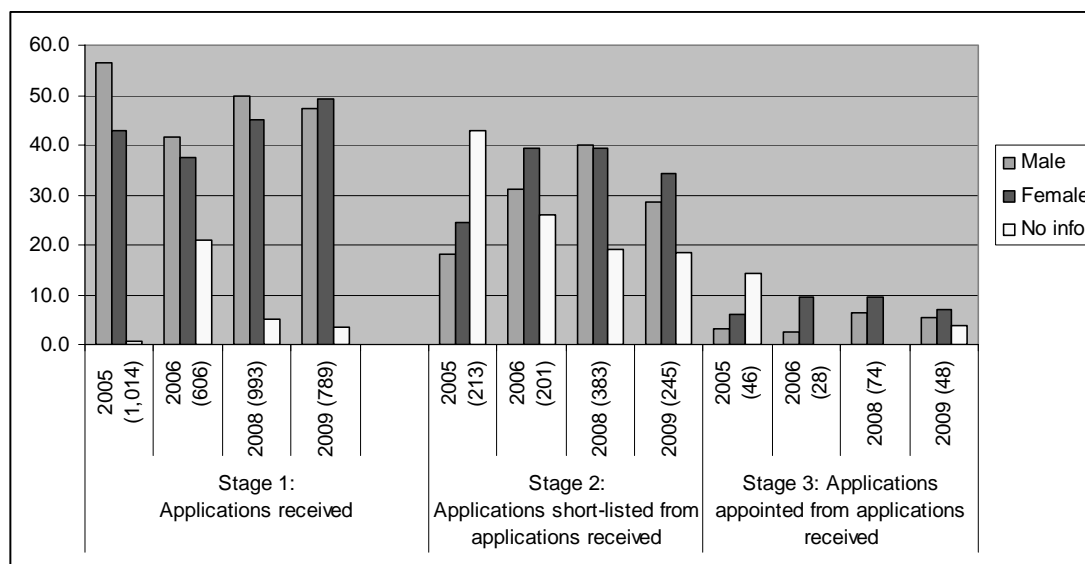
⁵ Please note this does not include three campaigns which were incomplete: Application Developer (ISG), Audit Strategy Manager and Business Manager (Feb and March 2009 campaigns). It also includes one campaign from the 2007-2008 year: Project Manager (Health).

<25	119	15.1	51	20.8	13	27.1
25-34	266	33.7	104	42.4	18.0	37.5
35-44	167	21.2	38	15.5	7	14.6
45-55	110	13.9	28	11.4	4	8.3
55+	73	9.3	10	4.1	3	6.3
No information provided	54	6.8	14	5.7	3	6.3
Disability						
	No.	%	No.	%	No.	%
Yes	7	0.9	1	0.4	0	0.0
No	714	90.5	230	93.9	44	91.7
No information provided	68	8.6	14	5.7	4	8.3
Religion						
	No.	%	No.	%	No.	%
Church of Scotland	211	26.7	60	24.5	10	20.8
Hindu	25	3.2	8	3.3	1	2.1
Other Christian	73	9.3	18	7.3	2	4.2
Roman Catholic	84	10.6	26	10.6	6	12.5
Muslim	9	1.1	2	0.8	0	0.0
Sikh	1	0.1	1	0.4	0	0.0
Buddhist	5	0.6	1	0.4	0	0.0
Jewish	16	2.0	3	1.2	2	4.2
Other	48	6.1	17	6.9	0	0.0
N/a	266	33.7	92	37.6	22	45.8
No information provided	51	6.5	17	6.9	5	10.4

Source: Audit Scotland

33. These results should be interpreted carefully given the number of applications where no information (or a n/a response) has been provided.
34. Of all applications received, 11% (8.6% in 2008; 4.5% in 2006) were from people from an ethnic minority group. As a percentage of applications received from minority ethnic candidates, 20.7% (18.8% in 2008; 44% in 2006) were taken forward to shortlist stage and 4.6% (1.2% in 2008; 4% in 2006) appointed, compared with 32.7% shortlisted (41% in 2008; 35% in 2006) and 6.4% appointed (7.8% in 2008; 6% in 2006) for applications from white candidates.
35. This year we received marginally more applications from females than males (389 (49.3%) female versus 373 (47.3%) male). In 2008 and 2006 we received more applications from men. 28.7% of male applications received (39% in 2008; 31% in 2006) were shortlisted and 5.4% (6.5% in 2008; 2.4% in 2006) appointed. This compares to 34% (39% in 2008 and 2006) and 6.9% (9.4% in 2008; 9.6% in 2006) of female applications. Exhibit 8 below shows a comparison of recruitment data over the period 2005 - 2009. Please note, data for 2008 covers a longer timescale (Jan to March) and data before 2008 does not include internal campaigns.

Exhibit 8 Recruitment comparisons by gender 2005 – 2009



Source: Audit Scotland

36. As in 2008, the majority of applications were received from those within the age bracket 25-34 and the fewest from those in the age bracket 55+. As a percentage of applications received, 42.9% of those <25 are shortlisted and 10.9% appointed compared to 13.7% and 4.1% of those aged 55+. Recruitment diversity information will be updated in line with the new age bandings this year.
37. 7 (19 in 2008; 3 in 2006) applications were received from people who declared themselves as having a disability (0.9% of all applications). 14.3% of applications received from those with a disability were shortlisted, compared to 32.2% of those without a disability. As in 2006 and 2008, no appointments were made to candidates with a disability.
38. As in 2008, most applications (33.7%; 38.4% in 2008) were from those who stated not applicable against religion, followed by Church of Scotland (26.7%; 25.1% in 2008) and Roman Catholic (10.6%; 13.2% in 2008). Fewest applications were received from those within the following religious categories: Sikh (1), followed by Buddhist (5) and Muslim (9). No appointments were made to applicants in these categories. As a percentage of applications received, the highest percentage of those shortlisted were for Sikh (100%), other (35.4%) and not applicable (34.6%).
39. Current practice is to make every effort to remove personal information from applications, e.g. anything relating to gender, ethnicity, religion, marital status, age, etc. This reduces the scope for discrimination at short-listing stage. So, decisions are made without knowledge of the aforementioned areas. At stage three, interview panels will have met with candidates and be aware of their visible differences e.g. age and gender.

Promotion

40. During the period April 2008 to March 2009, there were 9 promotions and 12 people offered an acting up/additional responsibility opportunity. 100% were for white employees.
41. Exhibit 9 shows promotions and acting up/additional responsibility opportunities by gender over the last three reporting periods. The majority of promotions and acting up arrangements were for females.
42. The majority of promotions/acting up arrangements were within the age bracket 35-49, followed by 25-34, >50 and <25. As was the case last year, the majority of promotions were for employees with standard contracts.

Exhibit 9 Promotions and acting up opportunities by gender

	Promotions						Acting up/Additional Responsibility					
	December 2006		March 2008		March 2009		December 2006		March 2008		March 2009	
	No	%	No	%	No	%	No	%	No	%	No	%
Male	6	42.9	7	38.9	2	22.2	6	54.5	0	0.0	4	44.4
Female	8	57.1	11	61.1	7	77.8	5	45.5	7	100.0	8	88.9

Source: Audit Scotland

Disciplinary Action and Grievances

43. There were fewer than five disciplinary and grievance cases during the period April 2008 to March 2009.
44. Internal monitoring is carried out by Human Resources. Analysis of formal disciplinary and grievance cases does not show any disproportionate bias in terms of gender, ethnicity, working pattern or age.

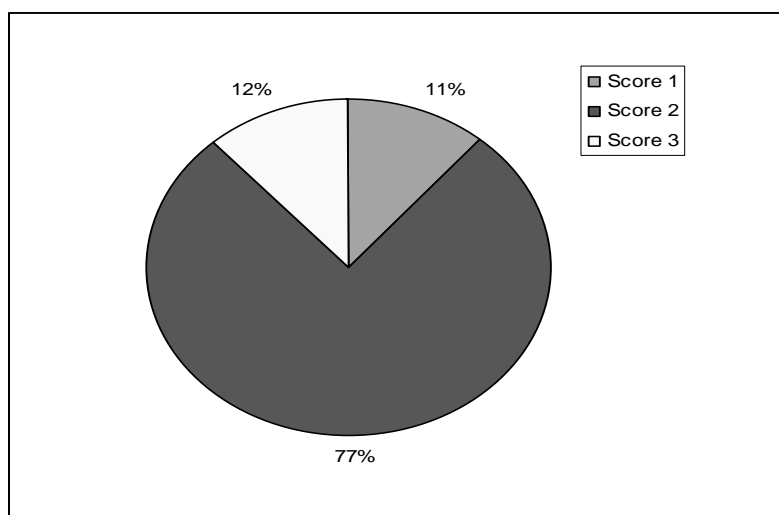
Performance Appraisal and Development (PAD)

45. An individual's performance is assessed annually against the core competencies for their role at a formal PAD meeting. For the data reported here, performance is scored using a 1-4 scale with 1 being superior performance and 4 indicating that urgent improvement is required⁶. Members of the FPSG do not receive a scored PDS and are not included in the figures here. Recent new starters are also not included.

⁶ From 2010, scoring will be based on three performance scores to support a move towards contribution based pay.

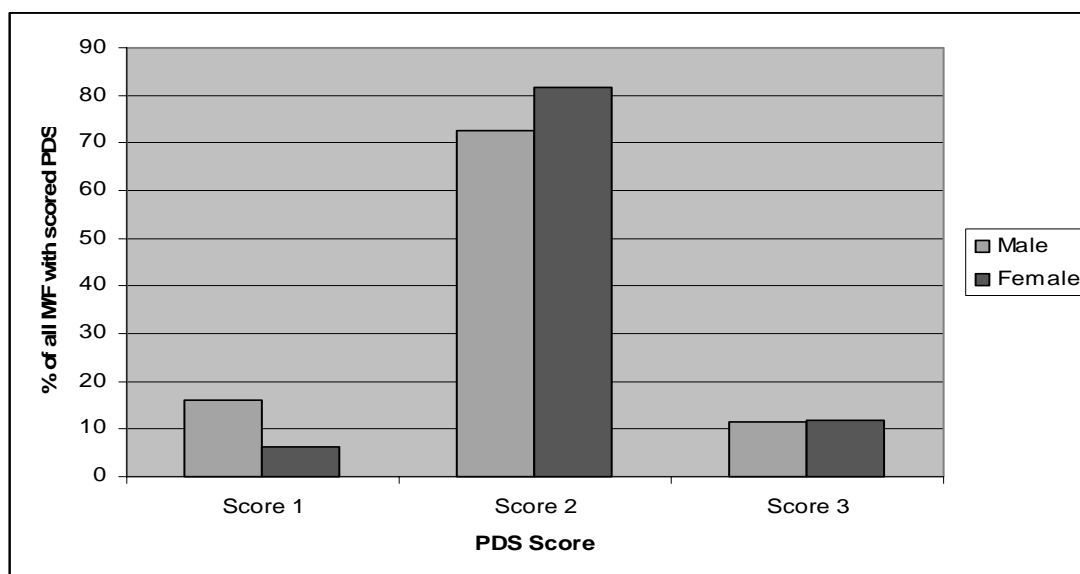
46. We have adopted a single PAD cycle across the whole organisation. All staff are required to have at least an annual PAD meeting within specified date ranges, with paperwork reaching Human Resources by mid April.
47. The vast majority of staff received a completed PAD review by the cycle deadline. Due to the very small numbers involved, we cannot report on those who did not receive a PAD review. Human Resources are actively following up on individual cases.
48. Total PAD overall scores are shown in Exhibit 10. Exhibit 11 shows the percentage of males and females achieving each score as a percentage of all males/females with a scored PAD review. Exhibit 12 shows the percentage scores by gender over the period 2005-2009.

Exhibit 10 Total PAD scores



Source: Audit Scotland

Exhibit 11 PAD performance scores by gender



Source: Audit Scotland

Exhibit 12 PAD Scores by gender 2005-2009⁷

%	Males				Females			
	2005	2006	2008	2009	2005	2006	2008	2009
Score 1	14.5	11.4	11.2	16	19.6	6.6	5.1	6.4
Score 2	74.7	78.9	78.5	72.5	75	81.1	86.7	81.6
Score 3	10.8	9.6	9.3	11.5	5.4	12.3	8.2	12
Score 4	0	0	0.93	0	0	0.0	0	0

Source: Audit Scotland

49. No breakdown of PAD scores by ethnicity, age or working pattern is given due to the small numbers involved in some categories. HR will retain a record centrally and report on any general patterns going forward, provided confidentiality can be maintained.

Training

50. Human Resources keep a record of training undertaken by Audit Scotland staff. Having reviewed the training records for the period 1 April 2008 to 31 March 2009, we can confirm:
- Training was recorded as having been undertaken across 82 (89 in 2008) different training areas. Please note that this does not include on-line computer based training.
 - 229 employees (76% of all employees as at 31 March 2009) are recorded as having received formal training during the period April 2008 to March 2009⁸. This includes 100% of Audit Scotland's minority ethnic employees and 75% of all white employees.⁹
 - 117 (51% of all employees who received training) females and 112 (49% of all employees who received training) males received training. This represents 76% of all females and 76% of all males at 31 March 2009.
 - Exhibit 13 shows the percentage of staff within each age range who have received training over the last 2 years.

⁷ 2007 is not included due to the change in reporting timescales.

⁸ Human Resources capture formal training events and initiatives. However, significant coaching, reading, delegation and other means of development (that are not recorded) will have occurred during the year. It should be noted that our current systems for collecting training data are currently under review. We are aware that not all training activity may be recorded. However, we are developing an on-line mechanism for staff to record training activity. This is due to be rolled out during 2009-2010, meaning our records will improve over time.

⁹ Please note that training recorded includes training carried out for staff who left employment during the year.

Exhibit 13 Training received by age

Old age ranges			New age ranges	
Age	March 2008 (%)	March 2009 (%)	Age	March 2009 (%)
< 25	90	84.6	16-24	84.6
25 – 34	90.5	86.7	25-34	86.7
35 – 44	78.7	72.0	35-49	73.4
45 – 55	63.6	71.6	50+	66.7
> 55	60.7	65.6		

Source: Audit Scotland

- 201 employees with standard working hours received some form of training compared with 28 employees working on a flexible basis. This represents 77% of all those working standard hours and 67% of all those working on a flexible basis.
- As at 31 March 2009, Audit Scotland employed 30 graduate trainees. We operate a trainee auditor scheme, where employees attend college to gain a professional (CiPFA) qualification (Chartered Institute of Public Finance and Accountancy). On average, trainees spend 36 days training for the qualification, as follows:
 - Block release to attend classes (14 days)
 - Pre exam leave (4 days)
 - Exam leave (4 days)
 - Open Learning (14 days)

Staff Leaving

51. During the period April 2008 to March 2009, 14 people resigned from the organisation (permanent contracts or prior to the expiry of a fixed term contract, out of a total of 19 leavers). Exhibit 14 shows leavers (resignations only) by gender. All leavers during the period were on standard contracts (2006 and 2008 the majority of leavers were on standard working patterns). Due to the small numbers involved, we are unable to report on ethnicity. The majority of leavers fell within the age category 25-34. Human Resources will monitor this area for inequalities. The turnover figure¹⁰ for the year ending 31 March 2009 is 6.4% (19 leavers / average 299 staff x 100).¹¹

¹⁰ Our turnover indicator was revised during June 2009. The turnover figure is now calculated in line with Chartered Institute of Personnel & Development guidance and takes account of all leavers throughout the year. The calculation is as follows: total number of leavers during year ÷ average number of staff employed during the year x 100. Internally, we also look at turnover calculations for voluntary leavers only i.e. unplanned turnover.

¹¹ This compares with average figures of 12.6% (public services), 16.8% (private sector services), manufacturing and production (15.3%) and voluntary, community and not-for-profit (16.4%) - Chartered Institute of Personnel and Development, 2009 Annual Survey on Recruitment, Retention and Turnover.

Exhibit 14 Leavers by gender¹²

Gender	2005		2006		2008		2009	
	No.	%	No.	%	No.	%	No.	%
Male	3	38	12	57	10	50	10	71.4
Female	5	62	9	43	10	50	4	28.6

Source: Audit Scotland

52. Resignations were received from staff across all four age bands.
53. Every leaver has the opportunity to complete a Leaver Survey Form where they can detail the positive and negative aspects of working at Audit Scotland. Human Resources assess responses and will report on any issues raised around equality of opportunity and diversity. They also respond in writing to any significant concerns or issues.

Conclusion

54. Audit Scotland's Diversity Steering Group and Management Team will use the information in this report to assist them with their forward work plan.
55. Any trends identified within this report will be discussed with the Diversity Steering Group and Management Team.
56. An update on actions taken against areas for further investigation from the last report can be found within appendix 3.
57. This report was discussed with members of the Diversity Steering Group during September 2009. It will also be submitted to Audit Scotland's Management Team in September 2009.
58. Our next monitoring report will be undertaken during April/June 2010 to cover the period 1 April 2009 to 31 March 2010.

¹² As Audit Scotland's male / female profile is almost equal, this simple way of looking at leavers by gender is satisfactory. If the position changes, we may have to review how we report on this in future.



Audit Scotland gender profile by grade 2005 - 2009

Gender (No. Staff)	B				T				C				D			
	2005	2006	2008	2009	2005	2006	2008	2009	2005	2006	2008	2009	2005	2006	2008	2009
Male	0	0	0	0	15	10	13	16	8	9	7	4	18	16	17	22
Female	12	18	21	21	14	13	13	15	11	11	13	13	11	9	10	8
Gender (%)	B				T				C				D			
	2005	2006	2008	2009	2005	2006	2008	2009	2005	2006	2008	2009	2005	2006	2008	2009
Male	0.0%	0.0%	0.0%	0.0%	51.7%	43.5%	50.0%	51.6%	42.1%	45.0%	35.0%	23.5%	62.1%	64.0%	63.0%	73.3%
Female	100.0%	100.0%	100.0%	100.0%	48.3%	56.5%	50.0%	48.4%	57.9%	55.0%	65.0%	76.5%	37.9%	36.0%	37.0%	26.7%

Gender (No. Staff)	E				F				G				FP*			
	2005	2006	2008	2009	2005	2006	2008	2009	2005	2006	2008	2009	2005	2006	2008	2009
Male	54	50	53	51	20	20	19	17	32	27	29	28	11	11	10	10
Female	32	33	41	45	15	17	18	22	21	20	17	18	8	10	12	12
Gender (%)	E				F				G				FP			
	2005	2006	2008	2009	2005	2006	2008	2009	2005	2006	2008	2009	2005	2006	2008	2009
Male	62.8%	60.2%	56.4%	53.1%	57.1%	54.1%	51.4%	43.6%	60.4%	57.4%	63.0%	60.9%	57.9%	52.4%	45.5%	45.5%
Female	37.2%	39.8%	43.6%	46.9%	42.9%	45.9%	48.6%	56.4%	39.6%	42.6%	37.0%	39.1%	42.1%	47.6%	54.5%	54.5%

* Fixed Point Salary Group / Source: Audit Scotland

Highest percentage of staff within age range by grade

Grade	Age range		
	25-34	35-49	50+
B	38.1		38.1
T	53.3		
C	52.9		
D	38.7		
E		45.8	
F		56.4	
G		58.7	
FPSG		63.6	

Source: Audit Scotland

Action taken since last annual monitoring report

Recruitment and Selection

Our Best Value (BV) review/equality impact assessment of recruitment and selection explored a variety of statistics from our last report. As part of this project, research was conducted with recent recruits and recruiting managers on the recruitment process in general where questions of equality and diversity were covered. No age, gender, race or religious related bias was identified. As a result of this analysis, we have drawn up an action plan for amendments to the recruitment and selection process.

Other recruitment statistics

Human Resources undertook an analysis of 2007-2008 appointments by age and grade. No particular patterns were identified, although the oldest individuals were appointed at grade F or above.

PAD Scores

It was agreed that it would be useful to look at PAD scores by grade. Human Resources progressed this as part of their annual Learning and Development/PAD review in 2009.

Training statistics

Age: Our last report identified that a larger percentage of younger staff received training when compared to older staff. A sample check of those identified as not having received training within the 45-55 and >55 age categories was carried out by HR. An analysis of PAD records showed that in many cases training had actually taken place but was not reported to HR.

Flexible working: Our last report identified that a larger percentage of staff on standard contracts received training when compared to those with flexible working arrangements. A sample check of PAD records for those on flexible working arrangements shows that in many cases training had taken place.

Both of the above items indicate inaccurate reporting of training activity. As outlined earlier in this report, the accuracy of training records should improve going forward as we progress our on-line HR system. This facility will introduce quicker and more streamlined processes for requesting and sign off of training. HR will continue to monitor this area going forward and will emphasise the importance of recording training activity as part of this HR project.

Leavers

The collection of leaver data and whether we need to adapt this will be considered as part of our roll out plan for an online HR system during 2009-2010.

A review of recruitment and selection paperwork

A follow up review of recruitment paperwork for 2008 recruitment campaigns will be carried out during 2009. This was delayed in order to incorporate any outcomes from our best value review/equality impact assessment of recruitment and selection. A check for completeness and to assess any indications of gender/age bias will be carried out during 2009.