

Equality in Ofsted

This sixth annual employment report focuses on equal opportunities in employment and covers the period April 2012 to March 2013.

The 2012-13 employment report will be published on our website please direct any questions or comments, in the first instance, to the Deputy Director, People.

Published: January 2014

Reference no: 140011



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Introduction

Ofsted aims to be an exemplary employer with a diverse and effective workforce. We ensure that the promotion of equality and human rights and the elimination of discrimination and harassment are embedded in every area of our practice, including employment.

This is our sixth annual employment report. Since our first report, we have implemented a number of changes to our structures and processes. These have been prompted by efficiency gains, service needs and our continuous efforts to find better ways of working.

Our last report described how, in December 2011, we commenced a series of manager-led reviews in which individual teams considered and implemented changes to structures and processes to help them achieve the savings required by the Comprehensive Spending Review 2010. A key feature of 2012-13 was, therefore, the continued implementation of these plans to support the drive for financial restraint and streamlining of the workforce. The resultant changes have helped us deliver improved services to children and learners in a cost-effective and efficient way.

In February 2012, we received permission from the Cabinet Office to offer a voluntary exit campaign in order to facilitate the exit of those employees whose posts were deleted as a consequence of the reviews. During 2012-13, 139 employees took advantage of this scheme.

During 2012-13, recruitment in the Civil Service has continued to be governed by the Civil Service English Regions (CSER) vacancy filling scheme. Under this scheme, we filled most vacancies either internally or from within the Civil Service. We redeployed employees whose jobs became surplus, as a result of the manager-led reviews, as well as supporting them to apply for posts within the wider Civil Service. Permission was granted to recruit externally for specialist posts such as HMI roles.

During the year, efforts were also made to improve the quality of our data by reducing the number of recorded 'unknowns'. In 2011, 20% of employee records showed an 'unknown' status. This now stands at 9%, which has improved the quality and credibility of our data significantly.

The period 2012-13 continued to see us make best use of technology, enabling staff to work remotely and creating savings particularly on the cost of estate management. During the year, costs were reduced by consolidating numbers in the London, Bristol, Nottingham and Manchester offices. Further efficiencies have since been identified in the Manchester office and additional surplus accommodation will therefore be further reduced in 2013-14.

Overview of the workforce equality profile

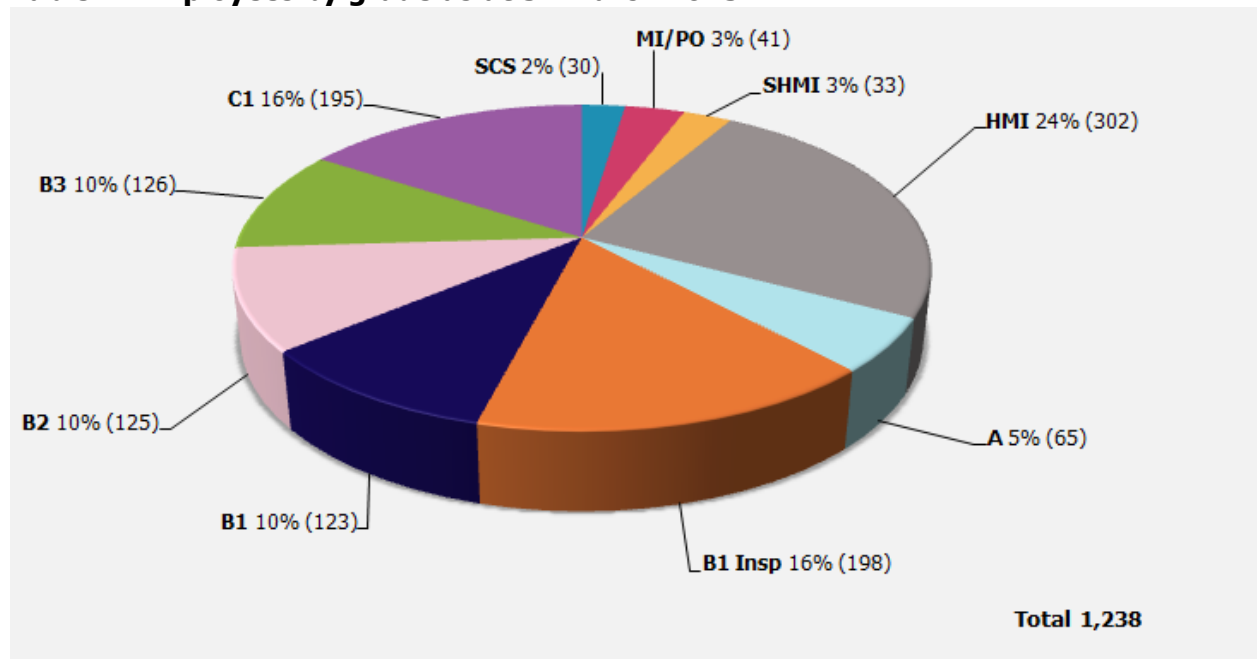
At the end of 2012-13:

- we employed 1,238 individuals (1,206.6 full-time equivalent) – a reduction of 213 or 15% on the previous year
- 546 (44%) employees were directly engaged in front-line inspection
- 60.03% of the total workforce were female (from 59.3% at 31 March 2012)
- 11.96% of employees identified themselves as having a minority ethnic background (from 11.1% at 31 March 2012)
- 6.93% of the total workforce identified themselves as disabled (from 6.3% at 31 March 2012)
- 4.03% of the total workforce identified themselves as lesbian, gay, bisexual and/or transgender (LGBT) (from 3.5% at 31 March 2012).

Our diversity profile therefore shows a very marginal increase in the percentage of protected groups to that of 2011-12. While these percentage increases are small, this change is in the context of the significant reductions in the workforce, which have not had an adverse impact on the overall diversity profile.

Grade profile as at 31 March 2013

Table 1: Employees by grade as at 31 March 2013



Please note: percentages have been rounded and may not add to 100.

In line with wider Civil Service plans to flatten structures and streamline costs, the number of Senior Civil Service (SCS) employees continued to reduce, from 31 in March 2012 to 30 at 31 March 2013.

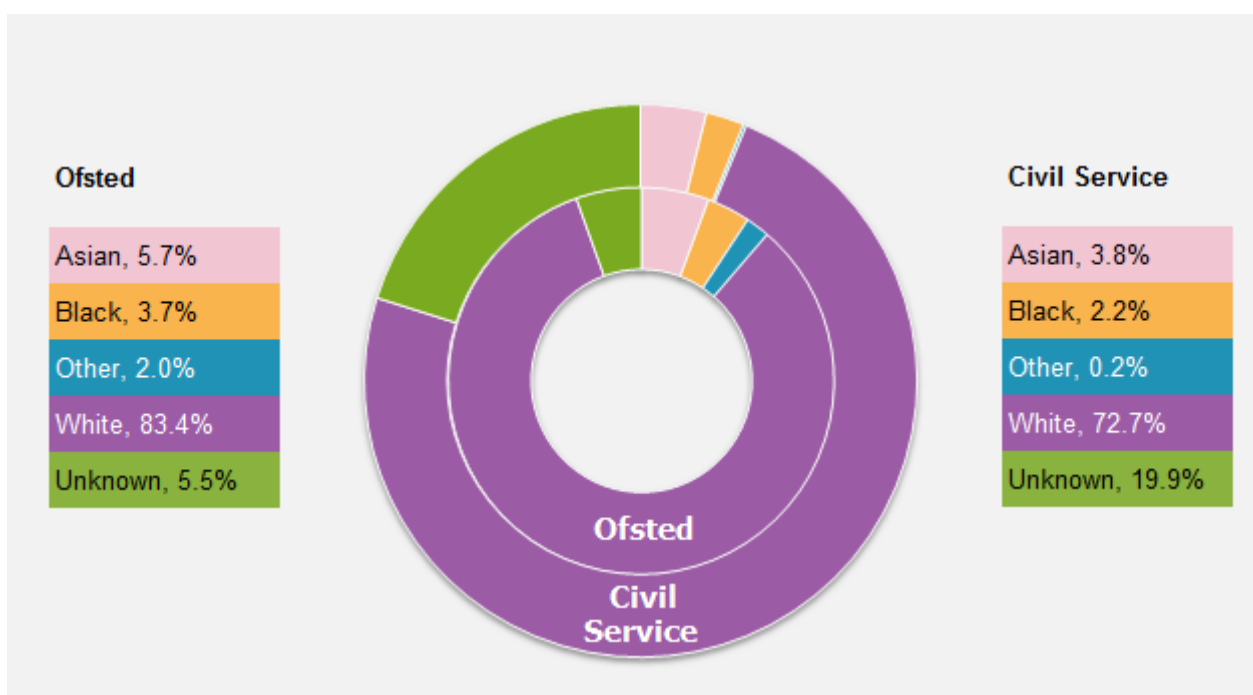
Ethnicity profile as at 31 March 2013

Table 2: Ethnicity categories of employees since September 2007 in percentages

Ethnicity category	31/03/08	30/06/08	31/03/09	31/03/10	31/03/11	31/03/12	31/03/13
Minority ethnic	11	11	11	11	11	11	11
White	84	85	84	82	82	84	83
Ethnicity unknown	5	5	5	6	6	5	6

Please note: percentages have been rounded and may not add to 100.

Table 3: Ethnicity breakdown at 31 March 2013 compared with Civil Service population in percentages



Please note: percentages have been rounded and may not add to 100.

Table 4. Ethnicity percentages by grade

Grade	Minority ethnic	White	Ethnicity unknown
SCS	6.7	90.0	3.3
MI/PO/SHMI	2.0	97.1	1.0
HMI	7.0	87.4	5.6
A	13.8	73.8	12.3
B1 Inspector	8.6	86.9	4.5
B1	13.0	80.5	6.5
B2	19.2	72.0	8.8
B3	18.3	77.8	4.0
C1	11.8	84.1	4.1
Total	11.1	83.4	5.5

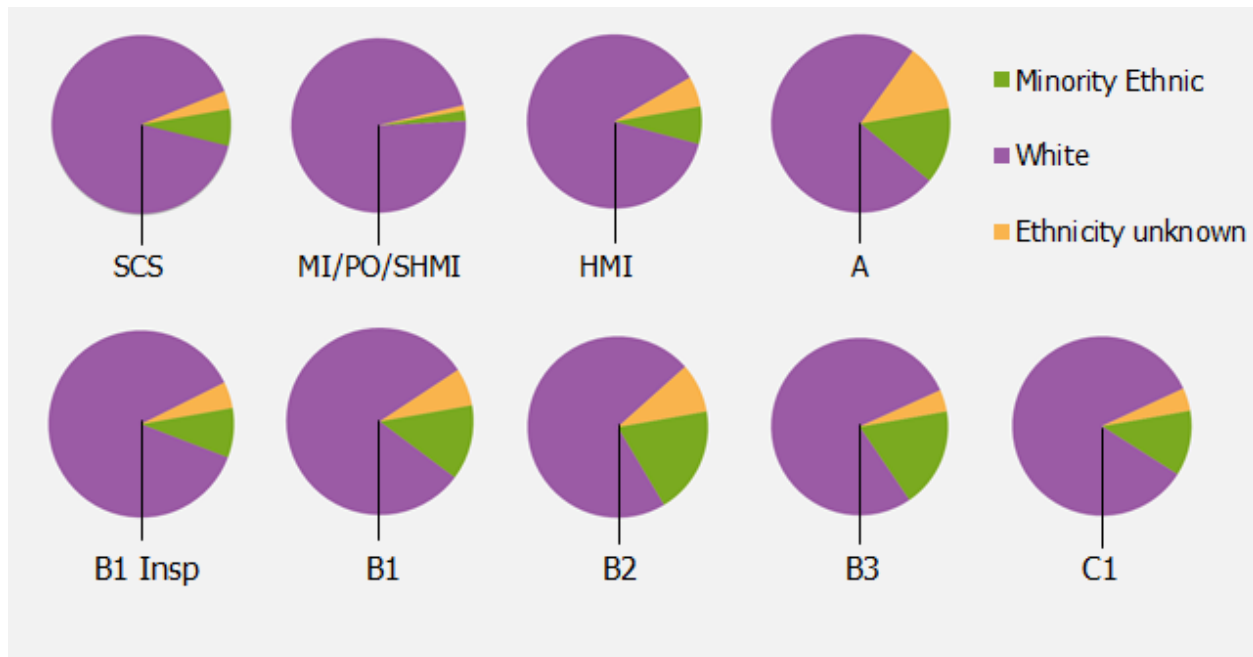
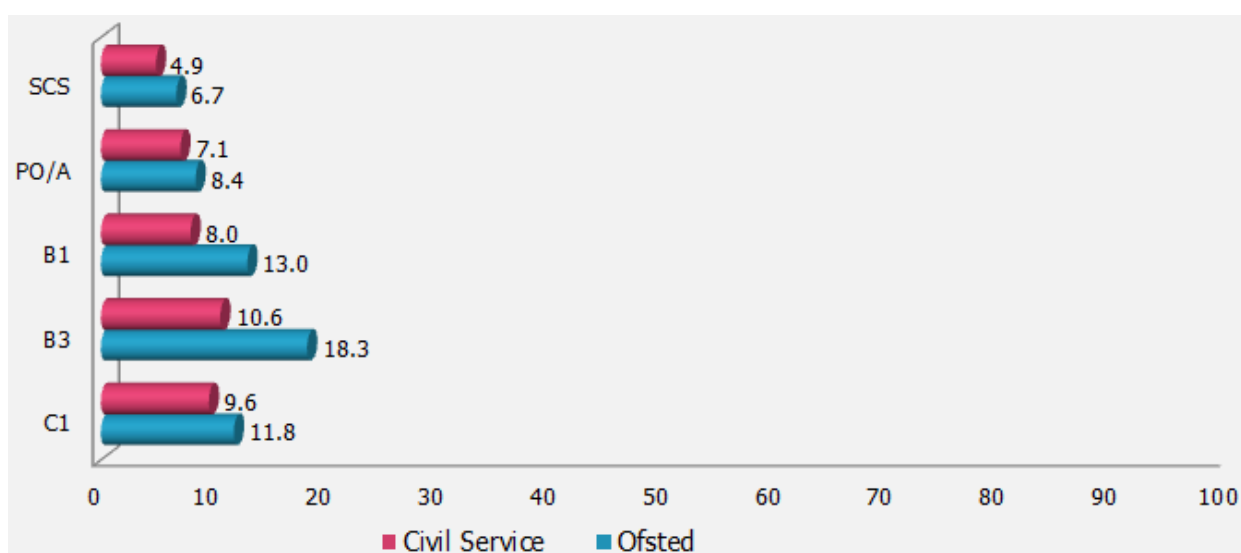


Table 5: Percentage of minority ethnic employees by Ofsted grade and wider Civil Service comparison

Grade	Minority ethnic (Ofsted average)	Minority ethnic (civil service average)
SCS	6.7	4.9
MI/SHMI/HMI	2.0	
PO/A	8.4	7.1
B1 Inspector	8.6	
B1	13.0	8.0
B2	19.2	
B3	18.3	10.6
C1	11.8	9.6
Total	11.1	9.3



Please note: percentages have been rounded and may not add to 100.

MI/SHMI/HMI are specialist grades and there is therefore no relevant data available from the wider Civil Service that correlates with this grade to allow comparison. (See Annex A for a breakdown of our grades compared with the Civil Service.)

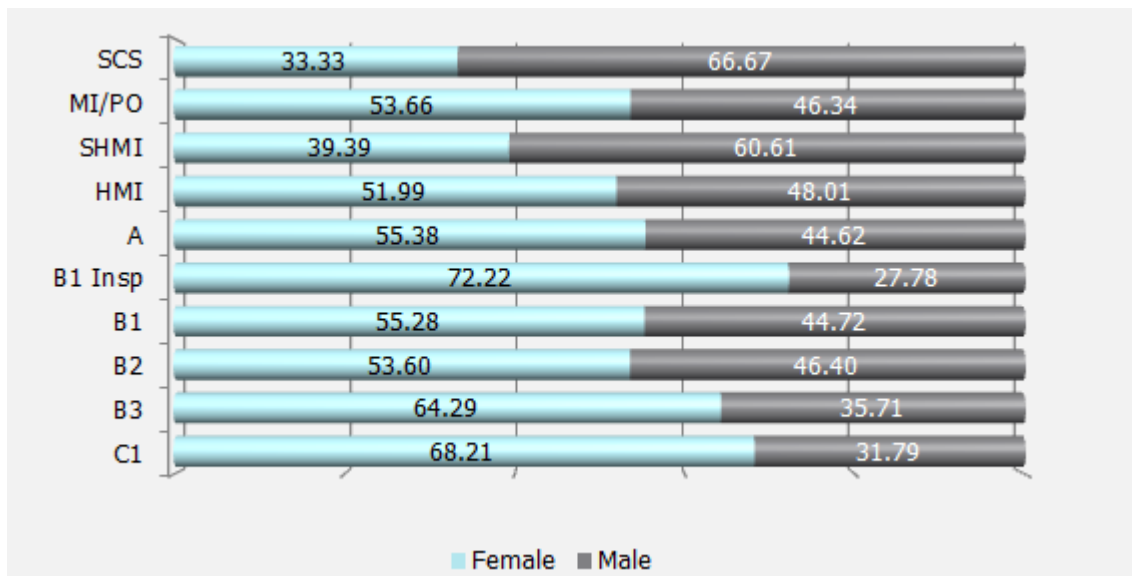
Our overall average percentage of ethnic minority staff continues to compare favourably with the Civil Service average. (The percentage figure for SCS reflects the low numbers of SCS in post where percentages are skewed by individual changes.)

Our percentage of minority ethnic employees remained almost constant, around 11%, despite the reductions in the workforce. This percentage compares favourably to the last reported overall Civil Service proportion, which was 9.3% (Office for National Statistics, 2012).

Ofsted also continues to compare favourably with the Civil Service average in relation to the ethnicity of staff across grades except for SCS where percentage figures are skewed by the low overall numbers of 30 in total.

Gender profile as at 31 March 2013

Figure 1: Gender proportion by seniority level in percentages as at 31 March 2013



Please note: percentages have been rounded and may not add to 100.

Over the last six years, the proportion of male to female employees has undergone a significant change and altered from 72:28 to 40:60.

This overall proportion of female employees compares favourably with the gender profile of the Civil Service of 53% women.

At 31 March 2013, there was an almost 50:50 split in the Principal Officer, Her Majesty's Inspector (HMI) and B2 grades.

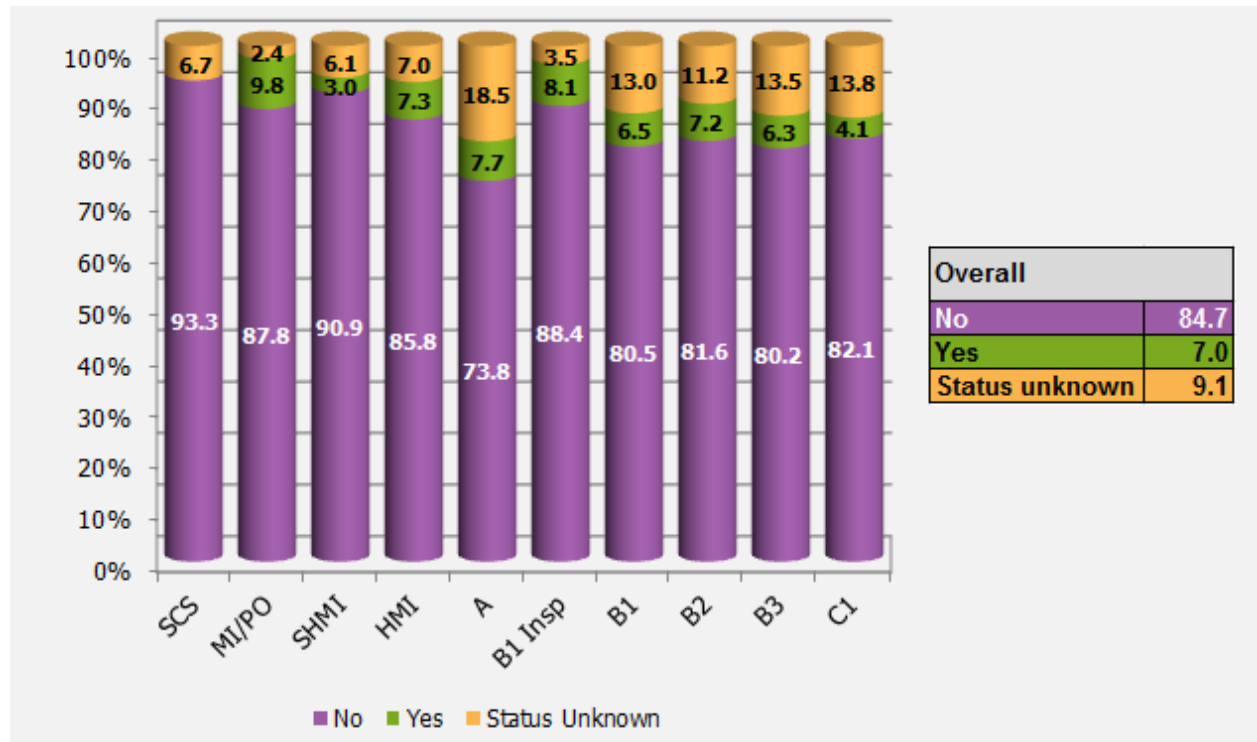
At 33.3%, the proportion of female employees within the SCS grades shows a reduction of 3% on last year. This is a reflection of the overall decrease of the numbers of SCS in the past two years. In a population of 30, any individual change will have a high impact on any percentage total and a 3% decrease is not seen to be significant.

Work will continue to encourage the increase of female employees at SCS levels through new talent-management processes to identify and provide development for aspiring female leaders.

The B1 Inspector grade has the highest proportion of female employees, at 72.2%. This is unusual compared with the wider Civil Service, where the majority of female employees are found in the lower grades (C1 and B3), and reflects the source population of qualified social workers.

Disability profile as at 31 March 2013

Table 6: Disability by seniority as at 31 March 2013 in percentages



Please note: percentages have been rounded and may not add to 100.

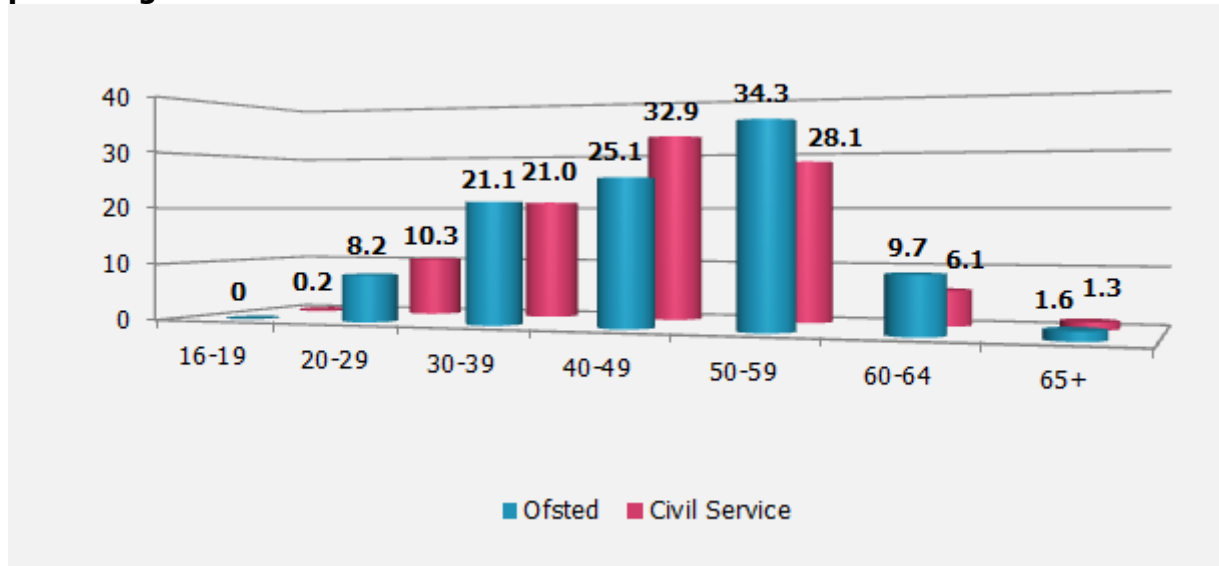
At 31 March 2013, 7% of the total workforce declared themselves as disabled. This is the same as last year and is higher than in 2011 (5.4%), despite a reduction in total numbers of the workforce.

During the year significant efforts were made to improve data and reduce the number of 'not knows' with particular relation to disability. In 2011, the status 'unknown' was 20%; in 2012, it had decreased significantly to 9%.

The proportion of disabled employees at SCS level has fallen from 9% in 2011 to zero both last year and this year.

Age distribution as at 31 March 2013

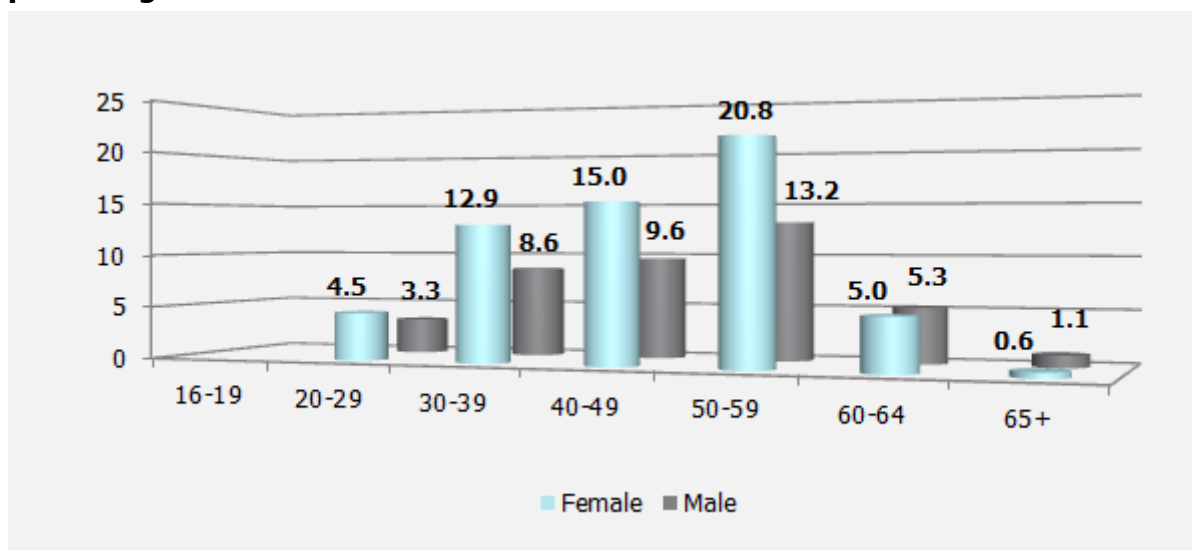
Figure 2: Ofsted and Civil Service age distribution at 31 March 2013 in percentages



Please note: percentages have been rounded and may not add to 100.

Our workforce age profile continues to show that we have an older workforce compared with the wider Civil Service. As reported in previous years, this overall age distribution is influenced by the requirement for significant experience at a senior level before individuals are able to attain HMI status.

Figure 3: Comparing the age distribution of Ofsted employees by gender in percentages



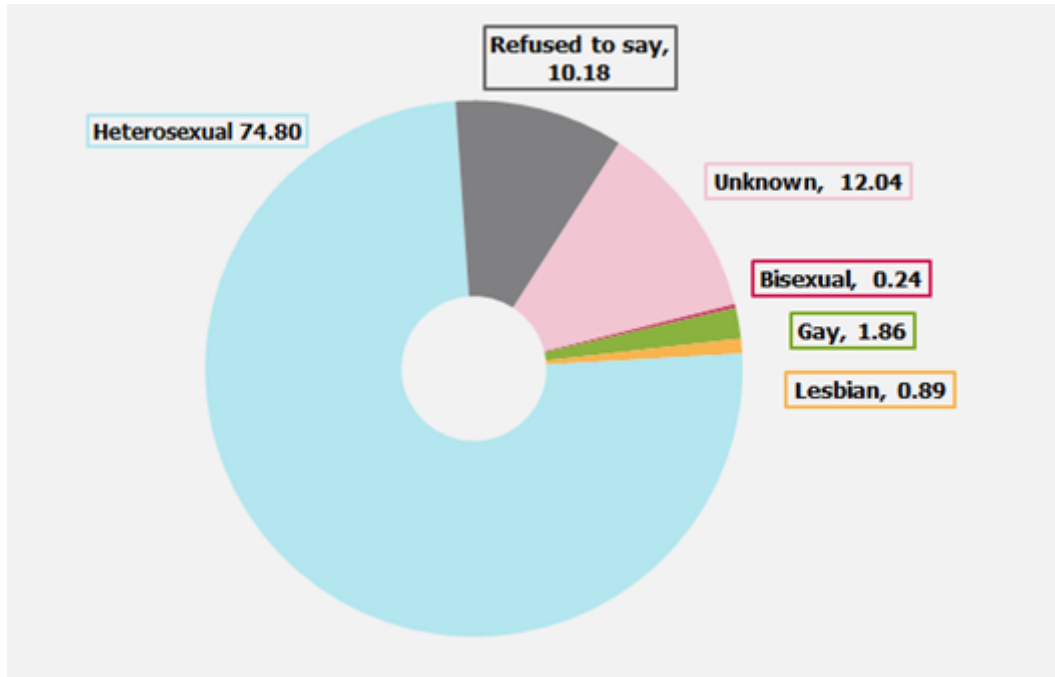
Please note: percentages have been rounded and may not add to 100.

Up to 2012, there was a relatively equal spread of gender across all age groups. This year, there appears to be a significant increase in the percentage of female employees in the 30-39, 40-49 and 50-59 age groups. This reflects changing patterns in the overall workforce recently reported by the ONS. Since 1 April 2012, it

appears that the overall number of newly appointed female employees is 10% higher than that of newly appointed male employees.

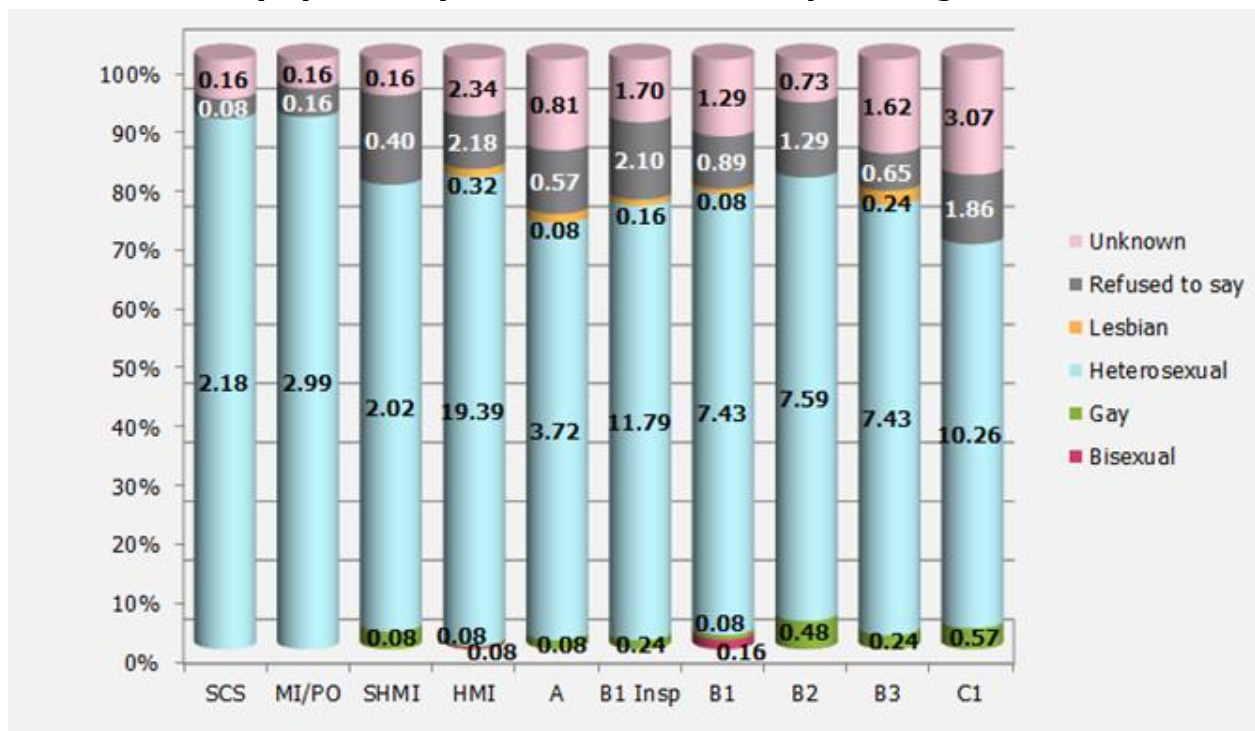
Sexual orientation profile as at 31 March 2013

Table 7: Sexuality of employees as at 31 March 2013 in percentages



Please note: percentages have been rounded and may not add to 100.

Table 8: Sexuality by seniority as at 31 March 2013 in percentages



Please note: percentages have been rounded and may not add to 100.

This is the fourth year that we have reported on sexuality by seniority. Lesbian, gay, bisexual and/or transgender (LGBT) employees are represented in most grades in the organisation.

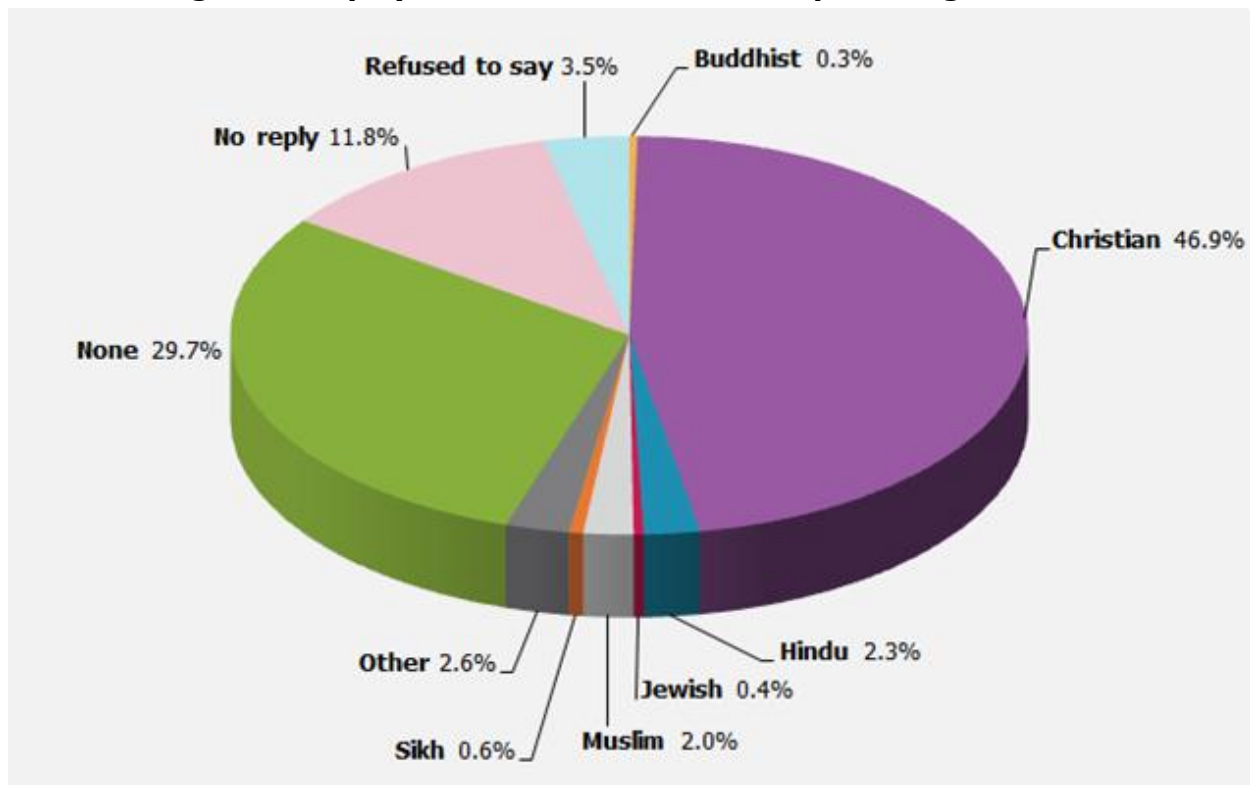
Sexuality remains a category where we support the wider Civil Service view that individuals have a right to refuse to reveal this data. Despite this, we continue to see a trend of increasing disclosure levels among our LGBT employees. Seventy eight per cent of the workforce disclosed their sexuality this year compared with 59% the previous year.

To help develop and strengthen our support to LGBT employees, we have built links with Stonewall and a:gender during the year. We are a member of the Diversity Champions programme. This allows us to review good practice and benchmark our policies and programmes in terms of sexual orientation equality.

During 2011-12, we took part in the Stonewall Workplace Equality Index (WEI). This is a benchmarking tool for employers to measure their efforts to create inclusive workplaces for lesbian, gay and bisexual (LGBT) employees. This was our first application and we were rated at 111th out of nearly 400 organisations from across the public and private sectors, missing out on the top 100 by just four points.

Religion/belief profile as at 31 March 2013

Table 9: Religion of employees as at 31 March 2013 in percentages



Please note: percentages have been rounded and may not add to 100.

Eighty-five per cent of employees declared their religion or belief, an increase of 1% on last year and 18% on the previous year. The most common religion/belief remains Christian, followed by 'no religion', as has historically been the case.

Work on raising awareness of the needs of our staff who hold religious beliefs has continued, with the publication of the interfaith calendar and guidance for managers on supporting different religions or beliefs.

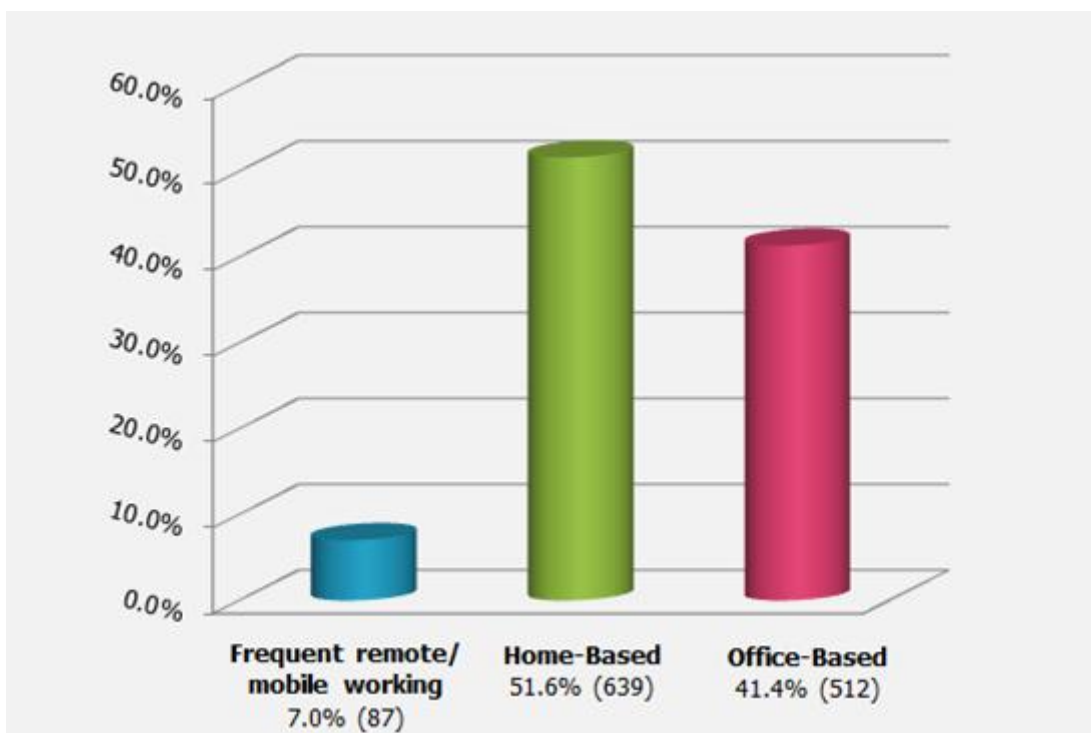
Comparison data for the Civil Service are not available.

Working patterns/flexible working profile as at 31 March 2013

Eighty nine per cent of our employees work full time. This high percentage reflects the nature of our work and the need for continuity of expertise during inspections. With only 11% of employees working part time, it is impossible to draw conclusions from a diversity breakdown of all part-time employees.

In October 2011, we reviewed our home working policy with the aim of allowing a greater number of employees the flexibility to work from home. During 2012-13, 59% of our workforce undertook some work from home, assisting reductions in the cost of the estate and giving employees greater flexibility. The profile of home working is illustrated in the table below.

Table 10: Breakdown of flexible working arrangements in percentages at 31 March 2013



Please note: percentages have been rounded and may not add to 100.

Recruitment throughout 2012-13

Table 11: Breakdown of stages of the recruitment process applicants reached from 1 April 2012 to 31 March 2013 in percentages

Applicant type	Application	Shortlist	Interviewed	Appointment
Internal	27.4	50.6	57.8	63.6
External	72.6	49.4	42.2	36.4
Female	52.1	47.7	49.0	46.3
Male	44.6	49.6	48.6	51.2
Gender unspecified	3.3	2.7	2.4	2.5
Disabled	4.9	6.8	6.8	5.8
Non-disabled	85.6	84.8	83.3	82.6
Disability status unknown	9.5	8.3	10.0	11.6
Minority ethnic	11.3	7.6	5.2	2.5
White	70.7	80.4	84.5	86.8
Ethnicity unknown	18.0	12.0	10.4	10.7
LGBT	2.8	2.2	2.0	3.3
Heterosexual	82.4	82.9	80.1	78.5
Sexuality unknown	14.8	14.9	17.9	18.2

The number of external recruits joining Ofsted continues to be impacted by the Civil Service vacancy scheme. During 2012-13, we obtained permission to run external campaigns to recruit HMI and Senior HMI. Recruitment to the Senior HMI roles also influenced the percentage of internal appointments, as these posts required inspection experience.

We continued to implement the guaranteed interview scheme for disabled candidates. The percentage of disabled appointed candidates increased from the previous year from 1% to 5.8%. This was an aim included in our last employment report.

Retention and turnover throughout 2012-13

Table 12: Numbers of joiners and leavers breakdown by gender, disability and ethnicity from 1 April 2012 to 31 March 2013

	Men	Women	Disabled	Non-disabled	Disability status unknown	Minority ethnic	White	Ethnicity unknown
Joiners	21	24	2	31	12	4	25	16
Leavers	85	158	23	194	26	25	211	7

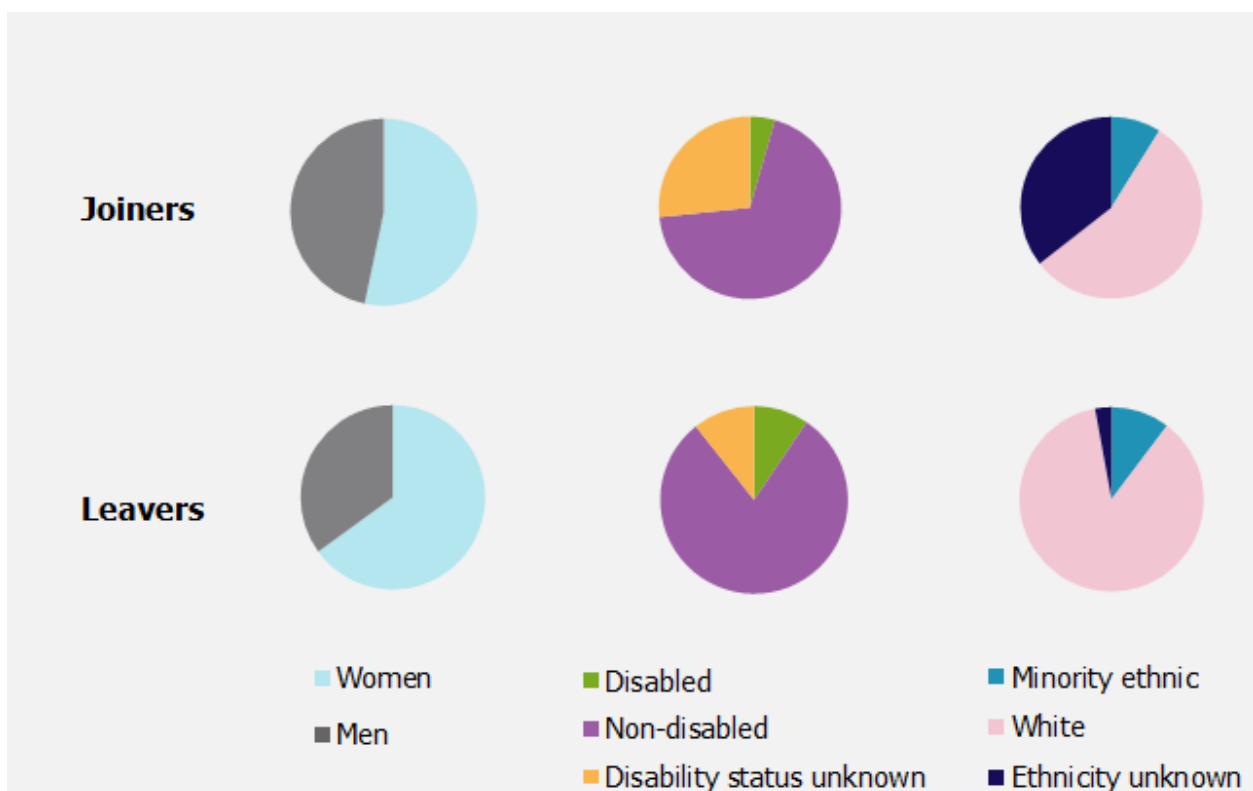


Table 1 illustrates the diversity breakdown of employment turnover.

Forty five employees joined Ofsted between 1 April 2012 and 31 March 2013, and 270 left during the same period.

Despite the net decrease in the number of employees, as outlined in the first section of this report, the overall proportions of protected groups remained the same or increased marginally.

The high number of women leaving the organisation reflects our overall gender profile.

Profile of disciplinary and grievance cases as at 31 March 2013

Table 13: Breakdown of disciplinary and grievance numbers by ethnicity, gender and disability from 1 April 2012 to 31 March 2013

	Minority ethnic	White	Women	Men	Disabled	Not disabled
Disciplinary	3	23	12	14	0	26
Grievance	3	17	14	6	3	17

Disciplinary case numbers nearly doubled during 2012-13, with a total of 26 cases, compared with 13 cases in the previous year.

There were 20 grievances, including appeals against the outcome of performance-related pay (PRP) decisions. This was a reduction from 26 in the previous year.

With the relatively low number of disciplinary and grievance cases (a total of 46 from a workforce of 1,253), caution should be exercised in drawing any diversity-related conclusions from this data.

Pay and reward throughout 2012-13

The 2012-13 pay award commenced on 1 August 2012. While this maintained the core principles of the established pay strategy, the award was developed to underpin the delivery of HMCI's ambitious agenda to improve education, further education and skills and the services provided to children and young people. We made flexible amendments to the pay and reward structure, while working within our financial limits and the constraints imposed across the Civil Service.

The underlying principles of the current pay arrangements have been derived from the preceding single salary model – one of the purest forms of equal pay for equal work. We aim to continue to recruit and retain a skilled and motivated workforce within a pay framework that is attractive, affordable, equitable, transparent and simple to understand. We continue to use single-spot pay rates.

Equality Impact Assessments of the new arrangements in each grade by gender, part-time working, ethnicity, disability, sexual orientation and age demonstrated that no group is unfairly or unjustifiably disadvantaged. There is no significant pay gap across any of the equality strands and there is an overall improvement in pay equity across the workforce.

Performance management

We operate both performance management and performance-related pay (PRP) schemes for all of our staff. Performance is measured and assessed against the achievement of objectives, grade competencies and our core values. Performance agreements also include assessed objectives that make specific reference to the promotion and development of equality and human rights issues. Overall performance is rated at the mid-point and at the end of each year in three bands, Band 1 being the highest.

- Minority ethnic employees rated in Band 1 increased from 10.7% in 2011-12 to 15.6% in 2012-13. This compares with 20.8% of all staff being rated in this top performance band, which is a significant improvement compared with 17.0% in the previous year.
- The gender profile of performance ratings is balanced.
- In previous years, it was a concern that employees classed as disabled were almost as likely to be in Band 3 as in Band 1. However, in 2013, they were less likely to be in Band 3 (3.2%) than in Band 1 (19.4%). It should be noted, however, that the actual numbers the percentages relate to are so small that it is difficult to draw any conclusions, and minor deviations from the average within any group can be exaggerated when expressed as a percentage.

Learning and development throughout 2012-13

Equality and human rights are integral to all our learning and development activity. Employees are required and encouraged to take part in a wide range of learning and development opportunities, several of which focus specifically on good practice in equalities and human rights.

During 2012-13, the following interventions took place to support employees and ensure that we promote equality, value diversity and challenge unfair treatment:

- Corporate induction courses and specialist technical induction training for inspectors and managers included interactive presentations from the Head of Equality and Human Rights.
- Managers' induction programmes were reviewed and their content developed to ensure that all new managers had the knowledge, skills and understanding of equalities and were able to uphold the organisation's values in their management role.
- A bespoke online learning package in equalities continued to be mandatory for all new employees. A number of employees also completed the Civil Service Learning equality and diversity e-learning package.
- A series of equalities and human rights workshops were run in November and January for people managers. Scenes from this workshop were filmed

and have since been used as a learning resource at a number of team meetings.

- A number of workshops facilitated by the previous Employers’ Forum on Disability (now called the Business Disability Forum) were delivered between March and October. Evaluation following attendance at these workshops demonstrated that employees showed a greater awareness of the issues disabled colleagues face and how they could be supported.
- Inspectors undertook a range of equality and human rights training to develop their skills. This included both specific training and workshops.
- We supported the inspector shadowing scheme for aspiring college and school senior leaders, for Black and Asian people, accessed through the Network for Black Professionals.
- Equality Impact Assessments were carried out on all training and OD elements of HMCI’s change programme, as well as all learning interventions designed in-house.

Table 14: Course take-up by ethnicity, disability and gender from 1 April 2008 to 31 March 2013 in percentages

Course take up by category	01/04/08–31/03/09	01/04/09–31/03/10	01/04/10–31/03/11	01/04/11 – 31/03/12	01/04/12 – 31/03/13
Minority ethnic staff	14	12	19	15.5	10.2
Disabled staff	5	5	7	6.97	6.64
Female staff	85	75	60	66.52	62.32

Table 15: Course take-up by ethnicity, disability, gender and sexuality from 1 April 2012 to 31 March 2013 in percentages and in more detail

Course take-up by category	01/04/12 – 31/03/13
Female	62.44
Male	37.56
Gender unspecified	n/a
Disabled	6.58
Non-disabled	82.6
Disability status unknown	10.82
Minority ethnic	8.94
White/Other white	83.54
Ethnicity unknown	7.52
LGBT	2.51
Heterosexual	73.98
Sexuality unknown	23.51

Actions identified in the 2011-12 report

The 2011-12 employment report included commitments to:

- encourage increased numbers of employees to disclose their diversity characteristics
- monitor recruitment data for SCS and take steps to further increase the diversity of this group
- continue to promote the Guaranteed Interview Scheme to increase the number of disabled staff joining us
- analyse the results of Equality Impact Assessments on future policies and restructures to ensure that any adverse impact on disabled staff is minimised or avoided
- work within the restraints of the Civil Service vacancy filling scheme to increase the proportion of minority ethnic applicants who were successful at application.

Progress towards these aims:

- During the year, action to improve levels of disclosure has resulted in increased disclosure rates for each of the equality strands. Disclosure rates for religion increased by 1%, disability increased by 11%. Declaration of

sexual orientation, where employees are able to refuse to declare data, increased from 59% to 78%, with 22% 'unknowns'.

- External recruitment activity, and therefore ability to address diversity profiles through recruitment, was limited during the year as a result of financial restraint and the CSER vacancy filling scheme. There were a total of 66 recruitment campaigns during the year. Thirteen of these were external campaigns, including four SCS, eight SHMI and three HMI recruitments. Each recruitment campaign is monitored to ensure no underlying bias.
- During 2012-13 Equality Impact Assessments were carried out for all newly launched or updated HR policies. No adverse impacts were identified.
- Despite the considerable number of employees to have left Ofsted this year the proportion of minority ethnic employees remains unchanged. However, we have not been able to maintain the high proportion of disabled employees seen in 2011 prior to the outsourcing of early years inspectors.

Actions 2013-14

- We will continue to embrace diversity in all our development activity and offer development to assist individuals to recognise and challenge inequality.
- Work will continue to encourage applicants from protected groups to join our workforce in all roles, subject to the vacancy filling scheme.
- Our People Strategy was launched in November 2013 and includes commitments to continue to embrace equality and value diversity as an organisation while maintaining a working environment where the dignity of all is respected. Success will be measured through a variety of performance indicators, including our staff survey.
- We will undertake a variety of employee engagement activities and raise awareness of internal stories which demonstrate how individuals have been able to fulfil their potential or challenge inequality.
- We will continue to monitor the impact of reductions and changes in the structure of the workforce on our diversity profile.

Annex A. Ofsted grade structure

Ofsted's current grade structure broadly compares to the wider civil service grades, as outlined in the table below.

Ofsted grades	Civil service grades
Senior Civil Servant	SCS
Principal Officer/Managing Inspector	Grade 6
Band A/HMI	Grade 7/6
B1	SEO
B2	HEO
B3	EO
C1	AO