

# Recruitment Analysis 2011-12 (Advertised Posts Excluding Teachers)

## Appendix C

	2010/11			2011-12	Actual Quarter 1			Actual Quarter 2			Actual Quarter 3			Actual Quarter 4			Total		
	No.	% of Applied	Norm		No.	% of Applied	Norm	No.	% of Applied	Norm	No.	% of Applied	Norm	No.	% of Applied	Norm	No.	% of Applied	Norm
	All Applicants	1,366				Applied	826			1,686			1,233			408			4,153
420		30.75%	30.75%	Shortlisted	201	24.33%	24.33%	334	19.81%	19.81%	200	16.22%	16.22%	133	32.60%	32.60%	868	20.90%	20.90%
115		8.42%	8.42%	Appointed	59	7.14%	7.14%	75	4.45%	4.45%	36	2.92%	2.92%	32	7.84%	7.84%	202	4.86%	4.86%

Male	643			Applied	429			684			391			149			1,653		
	193	30.02%	30.75%	Shortlisted	73	17.02%	24.33%	109	15.94%	19.81%	68	17.39%	16.22%	26	17.45%	32.60%	276	16.70%	20.90%
	57	8.86%	8.42%	Appointed	21	4.90%	7.14%	19	2.78%	4.45%	10	2.56%	2.92%	2	1.34%	7.84%	52	3.15%	4.86%

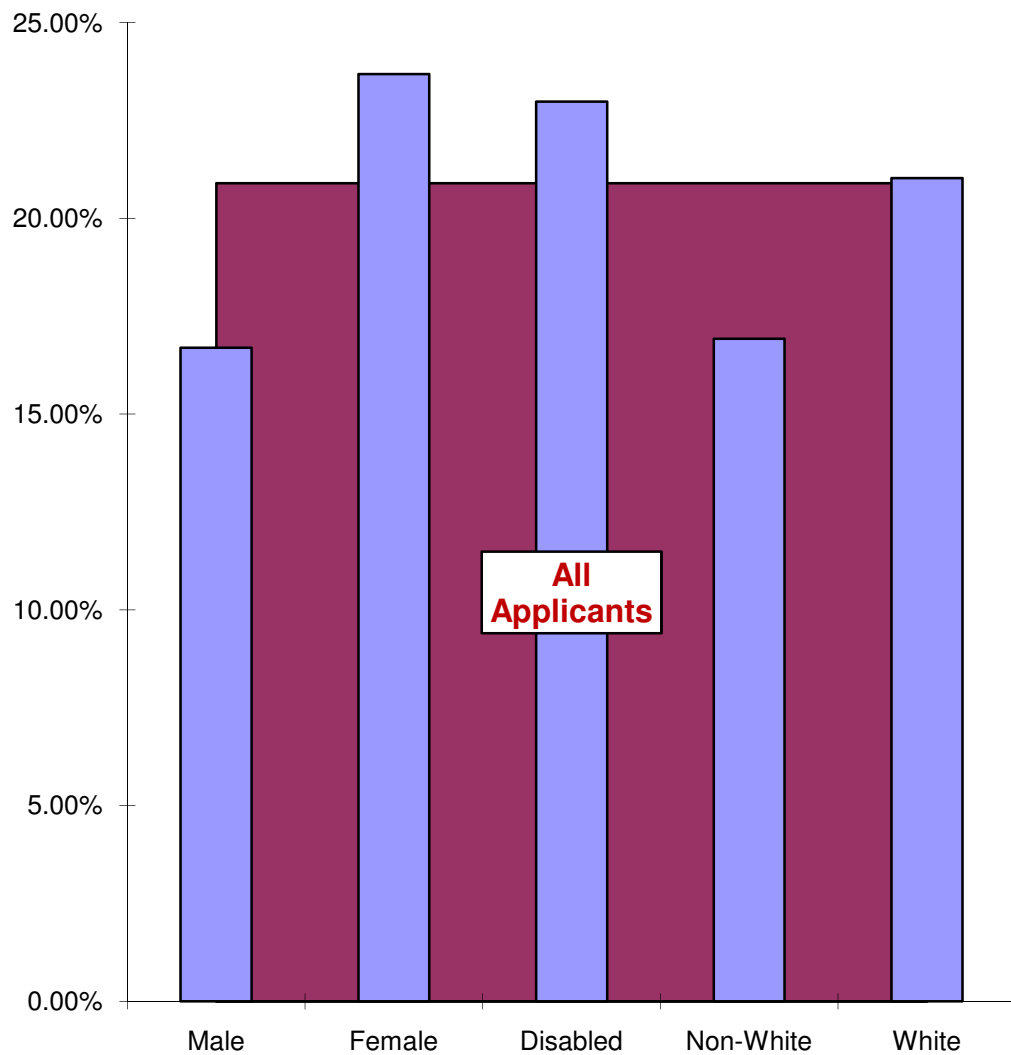
Female	723			Applied	397			1,002			842			259			2,500		
	227	31.40%	30.75%	Shortlisted	128	32.24%	24.33%	225	22.46%	19.81%	132	15.68%	16.22%	107	41.31%	32.60%	592	23.68%	20.90%
	58	8.02%	8.42%	Appointed	38	9.57%	7.14%	56	5.59%	4.45%	26	3.09%	2.92%	30	11.58%	7.84%	150	6.00%	4.86%

Disabled	53			Applied	17			71			60			13			161		
	25	47.17%	30.75%	Shortlisted	4	23.53%	24.33%	19	26.76%	19.81%	9	15.00%	16.22%	5	38.46%	32.60%	37	22.98%	20.90%
	6	11.32%	8.42%	Appointed	2	11.76%	7.14%	2	2.82%	4.45%	1	1.67%	2.92%	0	0.00%	7.84%	5	3.11%	4.86%

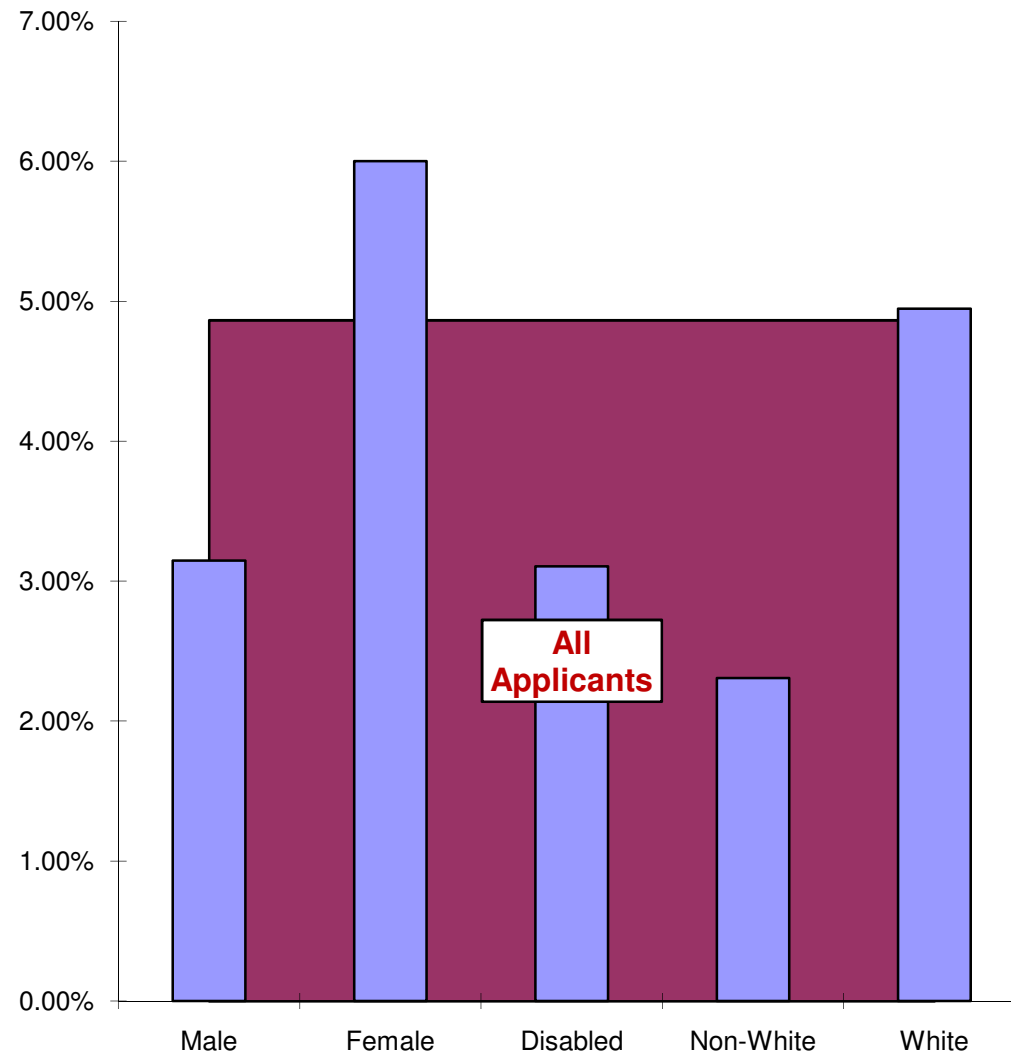
Non-White	65			Applied	21			58			31			20			130		
	12	18.46%	30.75%	Shortlisted	6	28.57%	24.33%	7	12.07%	19.81%	4	12.90%	16.22%	5	25.00%	32.60%	22	16.92%	20.90%
	3	4.62%	8.42%	Appointed	1	4.76%	7.14%	1	1.72%	4.45%	1	3.23%	2.92%	0	0.00%	7.84%	3	2.31%	4.86%

White	1,301			Applied	805			1,628			1,202			388			4,023		
	408	31.36%	30.75%	Shortlisted	195	24.22%	24.33%	327	20.09%	19.81%	196	16.31%	16.22%	128	32.99%	32.60%	846	21.03%	20.90%
	112	8.61%	8.42%	Appointed	58	7.20%	7.14%	74	4.55%	4.45%	35	2.91%	2.92%	32	8.25%	7.84%	199	4.95%	4.86%

Shortlisted Rate



Successful Appointment Rate



# Leaver Analysis 2011-12 (Excluding Schools)

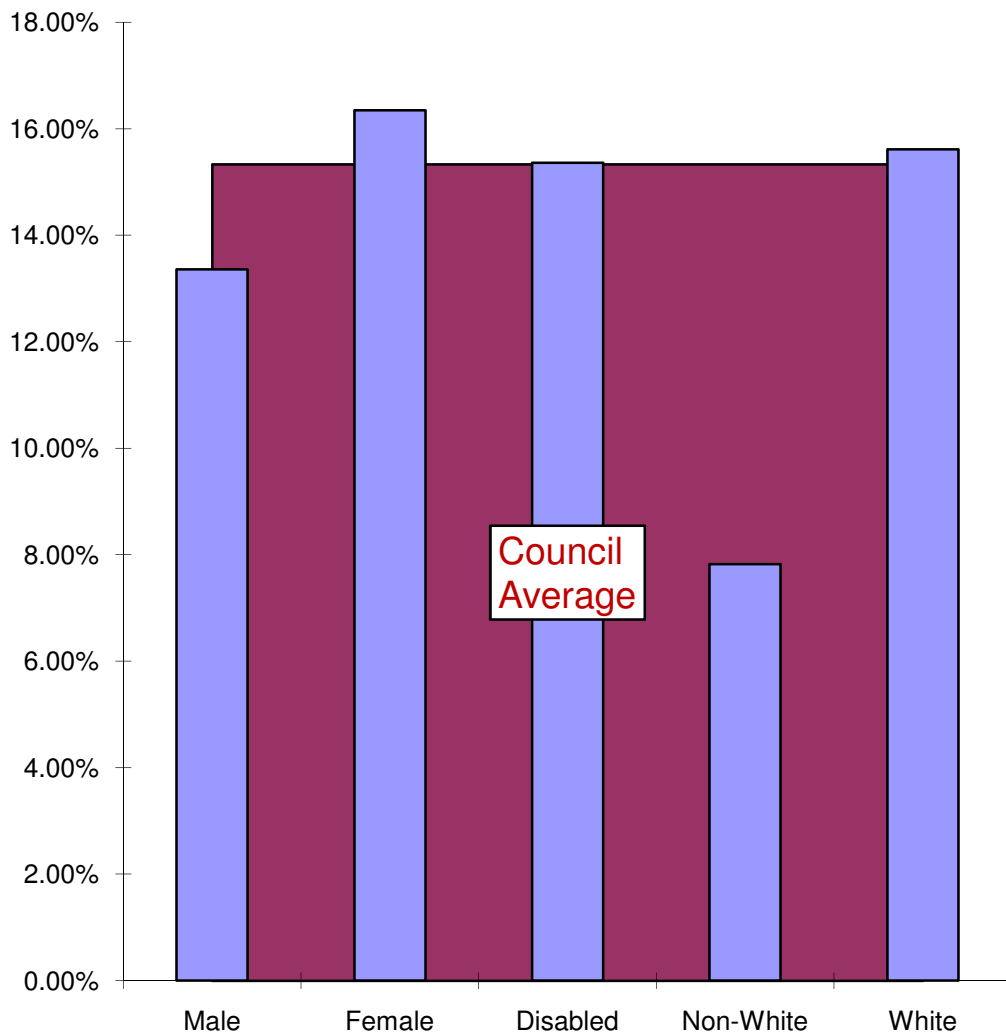
# Appendix E

	2010/11			2011-12	Actual Quarter 1			Actual Quarter 2			Actual Quarter 3			Actual Quarter 4			Total		
	No	Workforce (average)	%		No	Workforce	%	No	Workforce	%	No	Workforce	%	No	Workforce	%	No	Workforce (Average)	%
	Gender	318	1,859		17.11%	Male	134	1,656	8.09%	47	1,632	2.88%	17	1,641	1.04%	22	1,659	1.33%	220
729		3,846	18.95%	Female	349	3,234	10.79%	105	3,182	3.30%	29	3,218	0.90%	42	3,214	1.31%	525	3,212	16.34%
1,047		5,705	18.35%	Total	483	4,890	9.88%	152	4,814	3.16%	46	4,859	0.95%	64	4,873	1.31%	745	4,859	15.33%

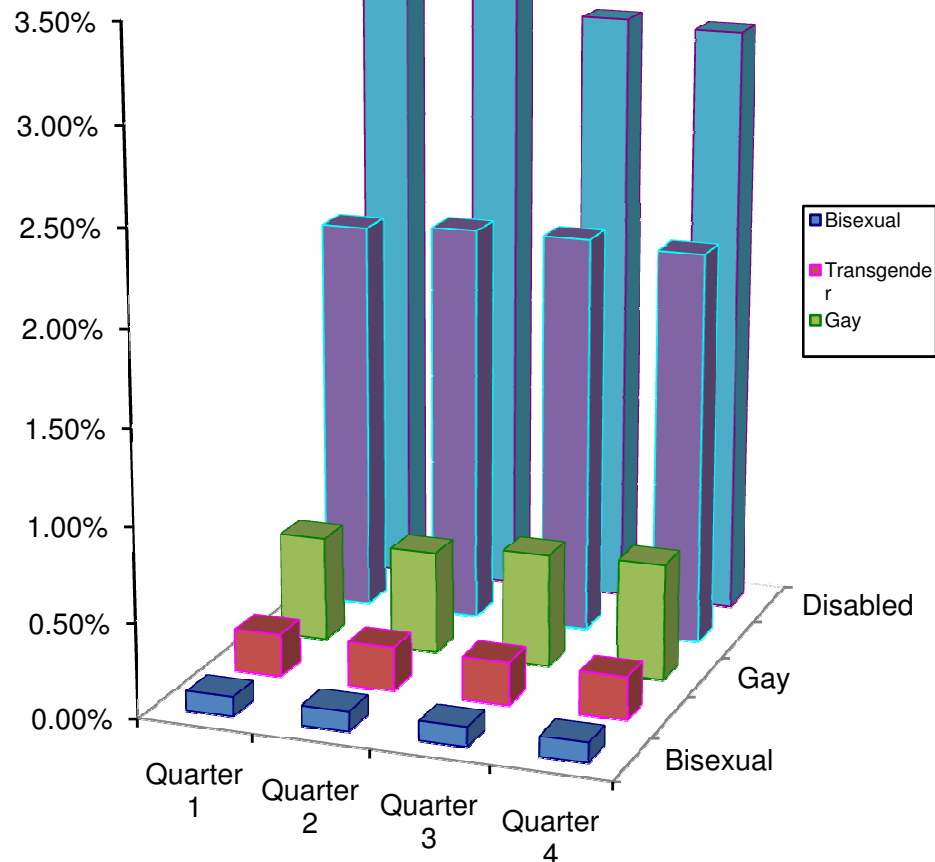
Disability	757	4,086	18.53%	Not Disabled	333	3,514	9.48%	118	3,442	3.43%	31	3,480	0.89%	45	3,496	1.29%	527	3,483	15.13%
	33	180	18.38%	Disabled	15	159	9.43%	1	159	0.63%	5	154	3.25%	3	153	1.96%	24	156	15.36%
	206	1,353	15.23%	Not Declared	105	1,102	9.53%	24	1,081	2.22%	4	1,054	0.38%	10	1,045	0.96%	143	1,071	13.36%
	51	88	58.12%	Not Available	30	115	26.09%	9	132	6.82%	6	171	3.51%	6	179	3.35%	51	149	34.17%
	1,047	5,705	18.35%	Total	483	4,890	9.88%	152	4,814	3.16%	46	4,859	0.95%	64	4,873	1.31%	745	4,859	15.33%

Ethnicity	894	4,800	18.63%	White	406	4,081	9.95%	128	4,001	3.20%	40	4,014	1.00%	55	4,021	1.37%	629	4,029	15.61%
	15	107	13.99%	Non-White	3	102	2.94%	0	102	0.00%	1	103	0.97%	4	102	3.92%	8	102	7.82%
	100	734	13.62%	Not Declared	49	619	7.92%	14	606	2.31%	1	595	0.17%	1	594	0.17%	65	604	10.77%
	38	65	58.91%	Not Available	25	88	28.41%	10	105	9.52%	4	147	2.72%	4	156	2.56%	43	124	34.68%
	1,047	5,705	18.35%	Total	483	4,890	9.88%	152	4,814	3.16%	46	4,859	0.95%	64	4,873	1.31%	745	4,859	15.33%

% of Leavers by Category



Minority Groups as % of Workforce



# In Post Analysis 2011-12 (Excluding Schools)

# Appendix G

	2010/11 Quarter 4		2011-12	Actual Quarter 1		Actual Quarter 2		Actual Quarter 3		Actual Quarter 4	
	No	%		No	%	No	%	No	%	No	%
	<b>Employment Status</b>	3,003		56.63%	Permanent Full Time	2,849	58.26%	2,832	58.83%	2,872	59.11%
2,044		38.54%	Permanent Part Time	1,800	36.81%	1,722	35.77%	1,748	35.97%	1,737	35.65%
171		3.22%	Permanent Job Share	147	3.01%	146	3.03%	130	2.68%	130	2.67%
71		1.34%	Temporary Employees	84	1.72%	104	2.16%	96	1.98%	104	2.13%
14		0.26%	Apprentices	10	0.20%	10	0.21%	13	0.27%	12	0.25%
5,303		100.00%	Total	4,890	100.00%	4,814	100.00%	4,859	100.00%	4,873	100.00%

<b>Gender</b>	1,768	33.34%	Male	1,656	33.87%	1,632	33.90%	1,641	33.77%	1,659	34.04%
	3,535	66.66%	Female	3,234	66.13%	3,182	66.10%	3,218	66.23%	3,214	65.96%
	5,303	100.00%	Total	4,890	100.00%	4,814	100.00%	4,859	100.00%	4,873	100.00%

<b>Disability</b>	3,798	71.62%	Not Disabled	3,514	71.86%	3,442	71.50%	3,480	71.62%	3,496	71.74%
	170	3.21%	Disabled	159	3.25%	159	3.30%	154	3.17%	153	3.14%
	1,224	23.08%	Not Declared	1,102	22.54%	1,081	22.46%	1,054	21.69%	1,045	21.44%
	111	2.09%	Not Available	115	2.35%	132	2.74%	171	3.52%	179	3.67%
	5,303	100.00%	Total	4,890	100.00%	4,814	100.00%	4,859	100.00%	4,873	100.00%

<b>Ethnicity</b>	4,437	83.67%	White	4,081	83.46%	4,001	83.11%	4,014	82.61%	4,021	82.52%
	102	1.92%	Non-White	102	2.09%	102	2.12%	103	2.12%	102	2.09%
	679	12.80%	Not Declared	619	12.66%	606	12.59%	595	12.25%	594	12.19%
	85	1.60%	Not Available	88	1.80%	105	2.18%	147	3.03%	156	3.20%
	5,303	100.00%	Total	4,890	100.00%	4,814	100.00%	4,859	100.00%	4,873	100.00%

# In Post Analysis 2011-12 (Excluding Schools)

# Appendix G

	2010/11 Quarter 4		2011-12	Actual Quarter 1		Actual Quarter 2		Actual Quarter 3		Actual Quarter 4	
	No	%		No	%	No	%	No	%	No	%
	<b>Age</b>	26		0.49%	Age 16 - 19	22	0.45%	18	0.37%	19	0.39%
572		10.79%	Age 20 - 29	542	11.08%	521	10.82%	560	11.53%	565	11.59%
891		16.80%	Age 30 - 39	852	17.42%	833	17.30%	828	17.04%	822	16.87%
1,727		32.57%	Age 40 - 49	1,686	34.48%	1,674	34.77%	1,643	33.81%	1,616	33.16%
922		17.39%	Age 50 - 54	875	17.89%	850	17.66%	857	17.64%	873	17.92%
965		18.20%	Age 55 - 63	759	15.52%	770	16.00%	796	16.38%	813	16.68%
62		1.17%	Age 64	42	0.86%	38	0.79%	37	0.76%	40	0.82%
138		2.60%	Age 65 Plus	112	2.29%	110	2.29%	119	2.45%	128	2.63%
5,303		100.00%	Total	4,890	100.00%	4,814	100.00%	4,859	100.00%	4,873	100.00%

<b>Sexual Orientation</b>	5	0.09%	Bisexual	5	0.10%	5	0.10%	5	0.10%	5	0.10%
	26	0.49%	Gay	27	0.55%	26	0.54%	29	0.60%	30	0.62%
	2,022	38.13%	Heterosexual	1,872	38.28%	1,852	38.47%	1,896	39.02%	1,923	39.46%
	1,497	28.23%	Not Declared	1,345	27.51%	1,326	27.54%	1,316	27.08%	1,304	26.76%
	1,753	33.06%	Not Available	1,641	33.56%	1,605	33.34%	1,613	33.20%	1,611	33.06%
	5,303	100.00%	Total	4,890	100.00%	4,814	100.00%	4,859	100.00%	4,873	100.00%

<b>Transgender</b>	1,984	37.41%	Gender as at Birth	1,780	36.40%	1,755	36.46%	1,739	35.79%	1,724	35.38%
	13	0.25%	Gender changed since Birth	11	0.22%	11	0.23%	11	0.23%	11	0.23%
	1,407	26.53%	Not Declared	1,282	26.22%	1,262	26.22%	1,250	25.73%	1,238	25.41%
	1,899	35.81%	Not Available	1,817	37.16%	1,786	37.10%	1,859	38.26%	1,900	38.99%
	5,303	100.00%	Total	4,890	100.00%	4,814	100.00%	4,859	100.00%	4,873	100.00%

# In Post Analysis 2011-12 (Excluding Schools) Appendix G

2010/11 Quarter 4		2011-12	Actual Quarter 1		Actual Quarter 2		Actual Quarter 3		Actual Quarter 4	
No	%		No	%	No	%	No	%	No	%
62	1.17%	Agnostic	60	1.23%	59	1.23%	60	1.23%	59	1.21%
97	1.83%	Atheist	94	1.92%	91	1.89%	93	1.91%	93	1.91%
5	0.09%	Buddhist	5	0.10%	4	0.08%	3	0.06%	3	0.06%
1,651	31.13%	Christian	1,503	30.74%	1,487	30.89%	1,517	31.22%	1,539	31.58%
3	0.06%	Hindu	3	0.06%	3	0.06%	3	0.06%	3	0.06%
37	0.70%	Humanist	30	0.61%	29	0.60%	30	0.62%	30	0.62%
3	0.06%	Jewish	3	0.06%	2	0.04%	2	0.04%	1	0.02%
4	0.08%	Muslim	6	0.12%	6	0.12%	6	0.12%	6	0.12%
13	0.25%	Other	15	0.31%	14	0.29%	16	0.33%	16	0.33%
10	0.19%	Pagan	10	0.20%	10	0.21%	11	0.23%	11	0.23%
0	0.00%	Sikh	0	0.00%	0	0.00%	0	0.00%	0	0.00%
293	5.53%	None	287	5.87%	288	5.98%	302	6.22%	312	6.40%
1,374	25.91%	Not Declared	1,241	25.38%	1,223	25.41%	1,212	24.94%	1,199	24.60%
1,751	33.02%	Not Available	1,633	33.39%	1,598	33.19%	1,604	33.01%	1,601	32.85%
5,303	100.00%	Total	4,890	100.00%	4,814	100.00%	4,859	100.00%	4,873	100.00%

205	3.87%	Less than 12 months	158	3.23%	135	2.80%	202	4.16%	242	4.97%
974	18.37%	1-4 years service	952	19.47%	905	18.80%	855	17.60%	800	16.42%
1,261	23.78%	5-9 years service	1,236	25.28%	1,234	25.63%	1,230	25.31%	1,250	25.65%
779	14.69%	10-14 years service	736	15.05%	747	15.52%	774	15.93%	780	16.01%
578	10.90%	15-19 years service	498	10.18%	503	10.45%	492	10.13%	479	9.83%
698	13.16%	20-23 years service	598	12.23%	556	11.55%	525	10.80%	511	10.49%
154	2.90%	24 years service	115	2.35%	110	2.29%	145	2.98%	158	3.24%
654	12.33%	Over 25 years service	597	12.21%	624	12.96%	636	13.09%	653	13.40%
5,303	100.00%	Total	4,890	100.00%	4,814	100.00%	4,859	100.00%	4,873	100.00%

# Employee Interactions 2011-12 (Excluding Schools)

# Appendix H

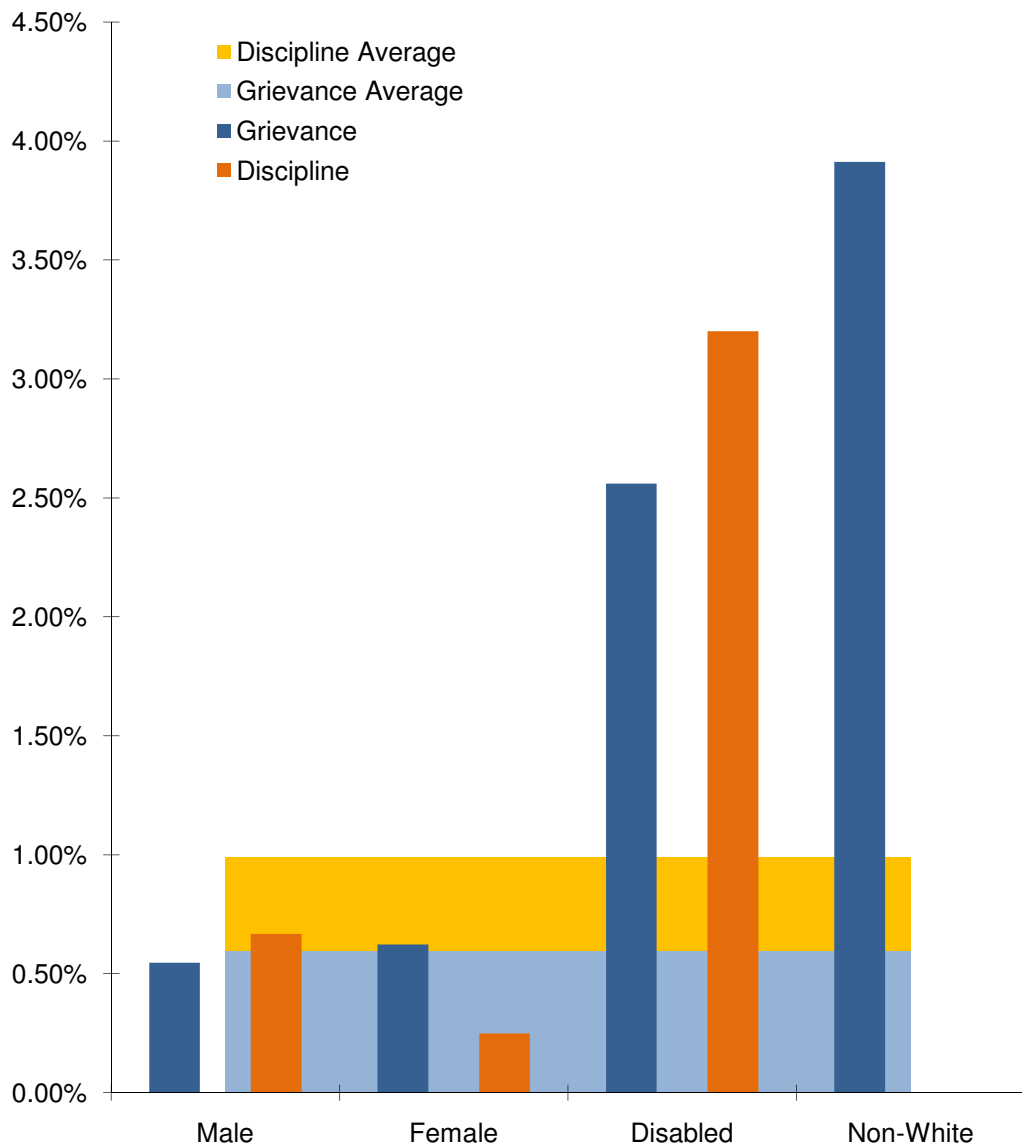
	2010/11			2011-12	Actual Quarter 1			Actual Quarter 2			Actual Quarter 3			Actual Quarter 4			Total		
	No	Workforce (average)	%		No	Workforce	%	No	Workforce	%	No	Workforce	%	No	Workforce	%	No	Workforce (Average)	%
	Grievance	6	1,768		0.34%	Male	3	1,656	0.18%	4	1,632	0.25%	1	1,641	0.06%	1	1,659	0.06%	9
14		3,535	0.40%	Female	5	3,234	0.15%	5	3,182	0.16%	6	3,218	0.19%	4	3,214	0.12%	20	3,212	0.62%
2		170	1.18%	Disabled	3	159	1.89%	0	159	0.00%	1	154	0.65%	0	153	0.00%	4	156	2.56%
1		102	0.98%	Non-White	1	102	0.98%	1	102	0.98%	1	103	0.97%	1	102	0.98%	4	102	3.91%
20		5,303	0.38%	Total	8	4,890	0.16%	9	4,814	0.19%	7	4,859	0.14%	5	4,873	0.10%	29	4,859	0.60%

Disciplinary	7	1,768	0.40%	Male	1	1,656	0.06%	3	1,632	0.18%	5	1,641	0.30%	2	1,659	0.12%	11	1,647	0.67%
	9	3,535	0.25%	Female	4	3,234	0.12%	1	3,182	0.03%	1	3,218	0.03%	2	3,214	0.06%	8	3,212	0.25%
	1	170	0.59%	Disabled	1	159	0.63%	1	159	0.63%	3	154	1.95%	0	153	0.00%	5	156	3.20%
	1	102	0.98%	Non-White	0	102	0.00%	0	102	0.00%	0	103	0.00%	0	102	0.00%	0	102	0.00%
	16	5,303	0.30%	Total	6	4,890	0.12%	5	4,814	0.10%	9	4,859	0.19%	4	4,873	0.08%	19	4,859	0.39%

	2010/11			2011-12	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Total		
	No	Workforce (average)	Attend		No	Workforce	Attend	No	Workforce	Attend	No	Workforce	Attend	No	Workforce	Attend	No	Workforce (Average)	Attend
	Training Attendance	1,615	1,768		0.91	Male	756	1,656	0.46	643	1,632	0.39	346	1,641	0.21	303	1,659	0.18	2,048
5,091		3,535	1.44	Female	1,078	3,234	0.33	979	3,182	0.31	1,125	3,218	0.35	522	3,214	0.16	3,704	3,212	1.15
216		170	1.27	Disabled	59	159	0.37	39	159	0.25	46	154	0.30	31	153	0.20	175	156	1.12
115		102	1.13	Non-White	47	102	0.46	28	102	0.27	14	103	0.14	12	102	0.12	101	102	0.99
6,706		5,303	1.26	Total	1,834	4,890	0.38	1,622	4,814	0.34	1,471	4,859	0.30	825	4,873	0.17	5,752	4,859	1.18



Grievance/Discipline as % of Group



Training attendances per employee

