



*'DFID celebrates the diversity of its staff by maximising the potential of everyone to make an effective contribution to poverty elimination.'*

Age  
Aware  
Employer

**DIVERSITY TEAM:**  
Lesley McGarvie  
Neelam Banga  
Iain Black  
Alan Dunn

**MARCH 2009**



INVESTORS IN PEOPLE

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## MESSAGE FROM DFID's DIVERSITY CHAMPION

### *Sue Owen (Director-General, Corporate Performance)*



I am delighted to present DFID's sixth comprehensive Annual Diversity Report. I took over the role from Minouche Shafik (now DFID's Permanent Secretary) in April 2008. It is an honour to represent DFID.

I have also been leading a 'Top 200' senior women's group looking at the progression of women in the Senior Civil Service, which has given me an exciting opportunity to work with others across Whitehall.

I have actively promoted gender diversity, both as a policy and management issue, throughout my career, and in my last job at HM Treasury I also acted as champion for the disabled. This new role provides me the chance to lead across all strands of equality.

My challenge as a diversity champion is:

- putting in place steps to raise awareness;
- integrating all strands of diversity to maximise the potential and contribution of all staff;
- supporting a diversity-confident culture to realise our goals.

Sexual orientation and disability emerged as two key priorities in last year's Annual Diversity Report. This year's report outlines the considerable progress being made. For the first time DFID is recognised as a Top 100 employer for lesbian, gay, bisexual and transgender staff. Our central diversity team have also made a significant improvement in communications about disability.

We recently published DFID's Diversity and Equality Strategy which sets out our vision and plans to mainstream diversity and equality in everything that we do. Our Strategy is based around four themes: Behaviour and Culture Change, Leadership and Accountability, Talent Management and Representation. I encourage every member of staff to take the time to read our Strategy for delivering diversity and equality, and use it to help achieve our mission to eliminate poverty. Everyone has a role to play in delivering our core values:

*Ambition and determination to eliminate poverty*

*Diversity and the need to balance work and private life*

*Ability to work effectively with others*

*Desire to listen, learn and be creative*

*Professionalism and knowledge*

Working in a global environment means that diversity is at the heart of DFID's business, in terms of a more flexible and influential workforce, the people whose lives we are working towards improving and in communicating to the public.

I am fully committed to the legal, economic and moral reasons to help develop DFID into a flexible, imaginative and diverse department, which embodies diversity in how we do our work and is seen as being equitable and fair. Although progress has been made we cannot be complacent.

Increasing our capacity in understanding, valuing and applying diversity means we will achieve more. It is important to share best practice exchanging knowledge and experiences. Small changes in behaviours can make a major difference enabling us to create an inclusive and innovative organisation by recognising, valuing and respecting the different talents of each individual in DFID.

I hope that you will take the time to read this report. If you have a few minutes at least read the Executive Summary.

I am delighted, also, to announce that Andrew Steer has agreed to become DFID's Diversity Champion as I move on from DFID. Andrew has a long career in international development, and is well aware of the centrality of diversity to our global mission.

***Did you know? DFID Vietnam put in place specific leadership training to maximise the potential of staff appointed in-country. This has enabled the Vietnam office to benefit from SAIC local knowledge and greater participation in office management and leadership roles, which in turn has enhanced delivery and influence with other governments.***

## SECTION 2 - EXECUTIVE SUMMARY

2.1 Diversity and equality remain high on the agenda for DFID's leadership group. Following Minouche Shafik's move to become DFID's Permanent Secretary Sue Owen, Director General Corporate Performance took on the role as DFID's Diversity Champion. As well as working with the Civil Service Diversity Champions Network Sue is also leading the 'Top 200' senior women's group. Sheelagh Stewart (Deputy Director, South Asia) DFID's Sexual Orientation Champion and Mark Lowcock (Director General, Country Programmes) DFID's Gender Champion have both been proactive in driving forward their agenda.

2.2 All Civil Service Departments were asked to produce action plans to show how they plan to deliver the aims of the Civil Service Diversity and Equality Strategy around four themes:

- Behaviour and Culture Change;
- Leadership and Accountability;
- Talent Management;
- Representation.

2.3 DFID set a new Diversity and Equality Strategy to 2011 including a delivery plan specifying future plans and explained our current position on workforce diversity to the Cabinet Office. The table below shows the Cabinet Office Diversity Delivery Board assessment of diversity and equality in DFID.

Assessment Rating	DFID's Performance
STRONG	BEHAVIOUR & CULTURE CHANGE
WELL PLACED	LEADERSHIP & ACCOUNTABILITY
DEVELOPMENT AREA	TALENT MANAGEMENT
URGENT DEVELOPMENT AREA	REPRESENTATION
SERIOUS CONCERNS	

2.4 Key feedback from Cabinet Office on DFID's performance included:

- good evidence of leadership and accountability;
- combined strong link to Public Service Agreement in regard to gender,
- strong range of mentoring schemes, especially in the development of women;
- excellent level of analysis and research into diversity related issues.

2.5 DFID is one of 5 government departments with an overall green traffic light rating out of 22 departments which have been assessed across Whitehall in January 2009.

2.6 At the beginning of last year the Diversity Team introduced a simplified Equality Impact Assessment toolkit (called Making Diversity Work for Everyone) to ensure that all existing, new or revised policies and processes relevant to the work that we do in the UK are assessed for any adverse impact on seven strands of diversity (age, disability, gender, race, religion or belief, sexual orientation and working patterns). We apply the principles of best practice in our overseas offices and DFID's Equity and Rights Team have developed a similar business planning toolkit (Gender and Social Exclusion Analysis Framework) for ensuring that poverty reduction programmes reach the poorest and most excluded. The Diversity Team have provided training on the Equality Impact Assessment process to HR Business Partners, Heads of Business functions, Policy leads in Cabinets and DFID Committee Secretariats.

*Did you know? DFID Policy & Research Division conducted an Equalities Impact Assessment of the process for putting in place an effective research management structure to deliver DFID's 2008-13 Research Strategy. This ensured the new management structure was under-pinned by the values of fairness, work-life balance, inclusiveness and mutual respect, increased awareness and understanding of the Equalities legislation and how it is applied in practice and helped to build confidence in the restructuring/change process.*

2.7 For the first time DFID is recognised as one of Stonewall's Top 100 employers of lesbian, gay, bisexual and transgender staff.

2.8 On our local intranet we published a 'Disability Communications Guide' to encourage all staff to apply good practise when working with disabled people and a Line Managers Guide on best practice approach to working with colleagues with a disability.

2.9 DFID carried out an Equal Pay Audit in 2008, the general analysis showed:

- there is no evidence of any significant pay gaps in DFID's pay arrangements;
- there are no significant (i.e. variations of 5% or more) pay gaps across DFID sub-bands on the basis of analysis by gender;
- DFID has improved its gender pay gap for women from 79% of the average gross pay of men in 2003 to 88% in 2008. This pay gap is primarily due to the higher female numbers at C band - DFID's gender pay gap is better than the national average gender pay gap (82.8%) and is also better than the average Public Sector gap of 86.6%;
- the uneven gender split, 62% male to 38% female of a total 571 staff at band A highlighted in the 2003 audit has improved significantly and now stands at 54% male to 46% female of a total 762 staff in band A. This can be attributed to DFID's investment in positive action schemes, encouraging more women to apply for posts at more senior levels and improved IT support for home working. DFID has invested £2.5 million in remote working technology over the past four years.

2.10 Staff experiences of flexible working remain positive. The 2007 Management Survey showed 82% of respondents said that their manager actively supports flexible working.

2.11 The diversity e-learning training package helps all staff understand the background to diversity and equality legislation and their responsibilities. 40 per cent of staff have looked at this tool. Feedback has been positive.

2.12 There has been a marked increase in teams viewing our DVDs, available from our resource centre, covering Age, Disability, Gender, Race, Religion or Belief and Sexual Orientation. The DVDs look at the misconceptions and prejudices about diversity and equality through a mixture of thought provoking case studies and provide solutions - a useful tool for creating discussions at team events around handling difficult situations in the workplace.

2.13 More departments and overseas offices are demonstrating and valuing diversity in their day to day work. Examples of good practice are threaded throughout this report.

2.14 Future priorities include:

- implementation of actions in DFID's Diversity and Equality Delivery Plan;
- one single Equality Scheme for DFID covering age, disability, gender, race, sexual orientation, religion or belief and transgender;
- strengthening partnerships globally to build a more diversity confident workforce and maximising the potential of everyone to create a more inclusive culture.

***Did you know? DFID Afghanistan** put in place a number of diversity initiatives - to promote career development opportunities for Afghan staff, ensure there is a flexible approach to working hours in order to facilitate work/life balance, improve understanding and appreciation of different cultures within the office and to encourage women to have a voice and take up employment offers in a difficult environment.*

## SECTION 3 – DFID’S DIVERSITY & EQUALITY STRATEGY

3.1 In July 2008, a Diversity Strategy for the Civil Service: ‘Promoting Equality, Valuing Diversity’ was published, committing departments to developing plans indicating how they will implement this strategy. The strategy builds on existing work on diversity (Cabinet Office 10 Point Plan) and reflects the drive to mainstream equality and diversity into every aspect on the work of the Civil Service. The Cabinet Office requested departments to submit diversity action plans, approved at Board level, to them by the end of last year.

3.2 DFID’s initial Diversity Strategy was published in July 2004. Timing was ideal to create and publish ‘Our Strategy for Delivering Diversity and Equality in DFID for the next few years.

3.3 DFID’s Strategy covering the eight strands (age, disability, gender, gender identity, race, religion or belief, sexual orientation, working patterns) sets out how DFID plans to deliver the aims of the Civil Service Strategy with specific deliverables around four themes:

- Behaviour and Culture Change;
- Leadership and Accountability;
- Talent Management;
- Representation.

3.4 DFID’s Diversity Strategy is also aligned to DFID’s business objectives and the Single Equality Bill (seen in Parliament 2009). It is expected that the Bill will streamline and strengthen existing discrimination legislation and be extended to cover age, sexual orientation, religion or belief and transgender.

3.5 At the end of October 2008, Sue Owen (DFID’s Diversity Champion) opened DFID’s first Diversity Event where the group

discussed DFID’s new Diversity Strategy and Delivery Plan.

3.6 The Diversity Team consulted on the development of this Strategy with a range of staff ranging from Senior Civil Service to Band C across the office, representatives from Overseas Offices, UK headquarter offices and Human Resources Business Partners. Colleagues from Equity and Rights Team and the Trade Unions have also been consulted.

3.7 Our Diversity Strategy and the associated Delivery Plan for 2008 to 2011 is at Annex A. Our diversity delivery plan addresses both the organisation wide challenges and the diversity specific areas for action.

***Did you know?** HR facilitated workshops in DFID’s **Kenya and Somalia office** on the Insights Discovery tool and held individual coaching sessions. The Insights Discovery tool helps individuals to understand how and why people think and act in different ways, and looks at how to work more effectively with others through practical application. It provides a common language that cuts across differences in role, culture, gender and employment terms.*

## SECTION 4 – KEY PRIORITIES

### 4.1 Disability

Disability remains a challenging area for DFID.

#### *Progress*

- A revised copy of the booklet “Disability in DFID” is available on our local intranet. This provides a comprehensive guide to disability in the organisation for staff with a disability, line managers and colleagues. It takes account of procedural changes around making reasonable adjustments, providing support and advice and the rights and responsibilities of staff.
- An on-line version of the Employers’ Forum on Disability: “Communications Guide” is available. A guide for all staff providing insights into communication preferences of disabled people and good practice in terms of how we behave.
- In 2009 DFID’s accreditation under the Disability ‘Two Ticks’ scheme for the recruitment and retention of disabled staff is due for renewal. We are providing evidence to the Jobcentre Plus on how DFID operates the scheme. Including summaries of action taken and our future plans to meet the handful of commitments under the ‘Two Ticks’ scheme.
- We are reviewing our strategy of advertising DFID job vacancies in specialist publications to enable our vacancies to reach a wider audience of disabled people.
- Work is ongoing with the Disability Forum Network encouraging individuals to raise the profile of the network. The network is running disability awareness stands in both UK headquarters as part of a health promotion campaign.

- A ‘quick guide’ leaflet on disability has been created for use at future health and diversity awareness events. It provides a snapshot of disability in DFID, the definition of disability, language and behaviour insights and pointers on where to go for more detailed information.
- To encourage declaration of disability, staff’s personal information has been amended to include a reminder about disability to individuals so that personal details are up-to-date.

#### *Next Steps*

- Encouraging staff to declare a disability remains a challenge. We will continue to look at ways in which the declaration rate can be increased to reflect an accurate picture in DFID.
- In March, we will be taking part in the 2009 Employers’ Forum on Disability Standard. A management tool to measure performance on disability in a wide range of areas such as recruitment, premises and IT systems. Our information will be analysed by disability experts to produce diagnostic reports and actions required to improve future performance. This will be collated to provide an overall benchmark for DFID.
- An external contractor has been appointed to provide Disability Awareness training for HR Direct staff and case managers. The pilot programme was a success. We are considering extending the training within HR and across the office.

***Did you know? Conflict, Humanitarian and Security Department held British Sign Language classes and funded a member of staff to study for Level 2. This has helped better communication with deaf and hard of hearing members of staff.***

## 4.2 Sexual Orientation

Sexual orientation continues to be a challenging area of diversity. However, in the two years since the Lesbian, Gay, Bisexual and Transgender (LGBT) Network was set up, the appointment of Sheelagh Stewart (Deputy Director, South Asia) as Diversity Champion for sexual orientation and the Management Board recognising this agenda as a priority, much progress has been made to raise the visibility of LGBT issues in DFID.

### *Progress*

- In partnership with the LGBT Network, we ran a major poster campaign. We developed and designed the poster to raise awareness of sexual orientation equality in the workplace. The poster was put up in all DFID offices in the UK and overseas and was successful in creating discussion and awareness around LGBT issues. The strong focus of the poster was about valuing diversity and challenging homophobic behaviour in the workplace.
- We participated in the 2009 Stonewall sexual orientation benchmarking exercise and for the first time DFID made it into **Stonewall's Top 100 Employers list** for lesbian, gay, bisexual and transgender (LGBT) staff. The Top 100 employers were ranked according to criteria ranging from implementation of effective equality policies to practical demonstration of good practice in recruitment and mentoring and how they engage with lesbian and gay staff, customers and service users.
- We recently held a LGBT celebration event to celebrate Gay History Month (February) in the UK, which marks the lives, achievements and diversity of the lesbian, gay, bisexual and transgender community, and focus on workplace equality for (LGBT) employees and DFID making it into Stonewall's Top 100 Employers List. The event provided useful reflections from two organisations which have a longer history of promoting equality for LGBT staff: Stoke Newington School and the British Council.

- We produced a two-page core script highlighting the key messages on sexual orientation. There has been a high demand for the DVD on sexual orientation. Departments, overseas offices and teams are using the DVD in team building events and at team away days.
- Last year, we supported the Civil Service Rainbow Alliance (CSRA) participation in the London Pride march by contributing to the sponsorship of a float, advertising the DFID logo. CSRA is the umbrella organisation of government departmental LGBT network groups. We also attended the CSRA Workplace Conference in September 2008. The theme of the Conference was *Supporting LGB & T Civil Servants in the workplace*.
- We commissioned an external consultant to look at DFID's LGBT Network and make recommendations about its role and purpose in taking forward the LGBT agenda and linking more effectively into corporate priority areas, such as mobility and visibility of LGBT staff.

- As a result Network members produced a Mobility Report signed off by the Human Resources Strategy Committee looking at the legal and cultural barriers LGBT staff face when working overseas. On mobility, to date we have successfully posted staff all over the world - with their partners; though barriers are inevitable in some contexts.

### **Next Steps**

The obstacles that remain are barriers to overseas mobility and dealing with some homophobic environments especially overseas. Therefore over the next year we will look at:

- making DFID a safe environment to enable more LGBT staff to be open at work about their sexual orientation;
- continue to address the issue of mobility and postings to country offices for LGBT staff on a case by case basis, drawing on best practice in some parts of DFID and associated organisations.
- maintaining our position in the Stonewall Top 100 Employers list.

***Did you know? DFID Nepal asked the Blue Diamond Society which represents sexual minorities (a Stonewall equivalent) to discuss sexuality and diversity at their office in-days, to raise awareness about issues in Nepal and how they can better address them in the office. By taking a proactive approach to diversity DFID Nepal have promoted positive social change and created an environment where every member of staff's individuality is respected and valued.***

## SECTION 5 – LOOKING AHEAD 2009/10

5.1 This report shows excellent progress against disability and sexual orientation; the key areas identified in last year's Annual Diversity Report by the Management Board. Strong leadership, Diversity Champions and a dedicated Diversity Team has ensured that diversity and equality issues continue to have a high profile in DFID. This is reflected in the Cabinet Office feedback on DFID's Diversity and Equality Strategy to 2011 and performance to date. To sustain our reputation across Whitehall as an exemplar employer we need to continue to ensure that we dedicate sufficient resources.

5.2 Examples of mainstreaming diversity have been threaded throughout this report. DFID Vietnam made it to the final shortlist of the Civil Service Diversity and Equality 2008 Awards in the leadership category.

5.3 DFID's corporate change agenda has 5 priorities: People, Communication, Results, Money and Systems. It is even more important in a period of change that Equality Impact Assessments are undertaken and monitored. DFID will ensure that as priorities change, costs reduce, restructuring and re-skilling staff does not impact negatively on any of the diversity strands (age, disability, flexible working, gender, race, religion or belief or sexual orientation).

5.4 It is important that we are closely integrated into all parts of our business. The Diversity Team need to increase visibility by linking up with overseas HR Regional Managers, as well as more integration of diversity and equality into training programmes to enable a greater impact on our poverty reduction aim.

5.5 Priorities for 2009/10 include:

- implementation of the actions in DFID's Diversity and Equality Delivery Plan;
- merging DFID's 3 Equality Schemes on disability, race and gender and extending to age, religion or belief, sexual orientation; and transgender to meet the requirements in the single UK Equality Bill;
- training line managers to create a diversity confident culture;
- carrying out a Career Progression Review;
- reviewing DFID's 4 Networks and the General Advisory Group on Diversity;
- benchmarking DFID's work on Disability.

***Did you know? DFID Ghana has appointed a new Diversity Champion who will raise awareness, stimulate discussion and monitor diversity across the office. A much greater understanding of diversity issues among staff, including DFID's policy will contribute to creating a diverse workplace, ensuring equality in opportunities and therefore a more motivated and content workforce.***

Diversity Team  
Corporate HR Advisory Group  
March 2009

## **Annual Diversity Report 2008/09 Annexes**

- [Annual Diversity Report 2008/09 - Annex A](#)
- [Annual Diversity Report 2008/09 - Annex B](#)
- [Annual Diversity Report 2008/09 - Annex C](#)
- [Annual Diversity Report 2008/09 - Annex D](#)
- [Annual Diversity Report 2008/09 - Annex E](#)



# OUR STRATEGY FOR DELIVERING DIVERSITY AND EQUALITY IN DFID

## INTRODUCTION

There are many valid ways of defining diversity, in DFID the official working definition is:

**“Respecting, valuing and harnessing differences so that all individuals can make their full contribution.”**



**Andrew Steer, DFID's  
Diversity Champion:**

I welcome and fully support DFID's Diversity Strategy for 2008 to 2011 and how we will deliver it. This document sets out DFID's vision and our plans to deliver the aims of the Civil Service Strategy, 'Promoting Equality, Valuing Diversity' with specific deliverables around four themes: Behaviour and Cultural Change, Leadership and Accountability, Talent Management and Representation.

DFID's Diversity Strategy is also aligned to:

- DFID's Making it Happen change programme
- the new single UK Equality Bill.

I encourage every member of staff to take the time to read this Strategy and the associated Delivery Plan ( on DFID's diversity home page), and use it to help deliver our mission to eliminate poverty. I will be playing an active role in taking this important issue forward but everyone has a role to play in delivering our core values.

### DFID's Values:

- **Ambition and determination to eliminate poverty**
- **Diversity and the need to balance work and private life**
- **Ability to work effectively with others**
- **Desire to listen, learn and be creative**
- **Professionalism and knowledge.**



## BACKGROUND AND PURPOSE

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DFID is a diverse organisation that operates in very diverse environments working with different governments and non-government organisations to eliminate poverty and inequality and tackle social exclusion.

Simply because of who they are, some individuals cannot fulfil their potential or participate equally in the workplace or society. Equality, fairness and diversity are all about people and their contributions, their needs and their rights. Our people are our most important resource.

DFID's Diversity Strategy is driven by our objective to make development work better for excluded groups, increase the inclusiveness of our own human resource policies and practices and strengthen the diversity of our workforce.

Investing in diversity and equality makes DFID more effective in delivering poverty reduction by addressing the traditional and current imbalances, challenging injustice, tackling prejudice, recognising and valuing the positive contribution of our differences and changing behaviour.

This Strategy is the overarching framework for all of DFID's diversity and equality work and what we want to achieve, grouped around the four key themes below:

- behaviour and culture change;
- leadership and accountability;
- talent management;
- representation.

We have an associated delivery plan (found on DFID's diversity home page) which looks at how we will mainstream diversity and equality into our business. The eight diversity strands covered are age, disability, gender, gender identity, race, religion or belief, sexual orientation and working patterns.

## THE VISION

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**DFID celebrates the diversity of its staff by maximising the potential of everyone to make an effective contribution to poverty elimination.**

Our commitment to diversity and equality is to:

- actively promote equality and see diversity as an opportunity;
- consistently act to challenge and eliminate all forms of discrimination and negative behaviour;
- have an open culture and behave inclusively;
- unlock the energy and potential of all staff.

## BEHAVIOUR AND CULTURE CHANGE

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We will create an inclusive culture that welcomes and respects the differences of our employees. We want our staff to feel encouraged and confident in giving their best. By maximising the potential of all staff, we will be able to tap into a variety of working styles, creativity and innovation, that in turn will enable us to deliver better quality decisions and outputs.

### **In practice:**

**DFID Vietnam put in place specific leadership training to maximise the potential of staff appointed in-country. This has enabled the Vietnam office to benefit from SAIC local knowledge and greater participation in office management and leadership roles, which in turn has enhanced delivery and influence with other governments.**

Making sure that all staff behave in ways which demonstrate DFID's commitment to diversity and equality is the responsibility of each individual in DFID. That is why diversity is one of the Department's core values.

Embracing diversity as a core value is part of a drive at DFID to move this fundamental principle out of the equal opportunities box and into broader management practices across the Department.

## LEADERSHIP AND ACCOUNTABILITY

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The most important component of any strategic change programme is visible and active top-level commitment. Strong and sustained political will and leadership, driven by clear and effective lines of accountability is vital to the success of mainstreaming the diversity and equality agenda.

### In practice:

**We have signalled the importance of promoting gender equality by introducing gender-related criteria in SCS performance management objectives which impacts directly on bonus payments.**

## TALENT MANAGEMENT

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We aim to attract and retain talented individuals from a range of backgrounds to reflect the diversity of the societies we serve. We invest in our staff and provide opportunities for personal and professional development at all levels within the organisation.

We are committed to recruiting, retaining, supporting and motivating all employees from all backgrounds regardless of age, disability, gender, gender identity, race, religion or belief, national origin and sexual orientation.

### In practice:

**DFID's Crossing Thresholds Mentoring initiative is aimed at career development for women and other under-represented groups. The 12-month programme involves career planning workshops, peer group support networks, coaching and mentoring.**

## REPRESENTATION

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We are committed to ensuring diversity is represented at all levels within the organisation. DFID operates in a global environment and having a diverse workforce helps us to understand the diverse needs of our stakeholders and society.

## WHY IS DIVERSITY IMPORTANT?

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The moral, social and legal cases set the context for why diversity is important and underpin the business case.

### Moral

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We have a clear set of core values that guide and shape our work and underpin everything that we do. Our values provide us with a compelling moral case for action on diversity and equality. By valuing diversity we will contribute to creating a just and equitable society, that gives everyone equal opportunities and an equal chance to live free from discrimination and prejudice, both in the UK and globally, which is in line with our overall mission of eliminating global poverty.

### Social

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We recognise that it is vital for us to reflect and respond to the rapidly changing social environment in the UK and other countries. In DFID we recognise the benefits of including all people and reflecting this in the workforce.

For example the participation of women in the labour market has increased over the last 25 years. At least 12% of the UK population and a substantial higher percentage of poor people in our partner countries are disabled. The age profile of the UK is changing dramatically: by 2010, 40% of the population will be 45 or over and only 17% will be between 16 and 24 years old.

# IMPLEMENTING STRATEGY AND TIMEFRAME

## Legal

There is an extensive legal framework underpinning diversity and equality objectives and DFID is accountable to the Equality and Human Rights Commission for legal compliance. By actively promoting diversity and equality we avoid discrimination claims, and can promote these principles globally with pride.

## Business

DFID's mission is to eliminate global poverty by making a greater impact on achieving the Millennium Development Goals. We will be working more on leveraging change by influencing key partners and less on direct delivery through projects. Increasingly, our spend will be through substantial contributions to multilaterals. Having a diverse workforce means employees are capable of a variety of roles thanks to their different background and skills set. We will work to affect significant improvements in the World Bank, African Development Bank, European Commission, United Nations and Civil Society organisations. Simultaneously we will be building new relationships and achieving shared objectives with other partners for example the private sector. DFID's key priorities are working more:

- on climate change;
- to reform the international institutions;
- with conflict and fragile states;
- on trade and growth.

DFID needs to strengthen our performance and delivery culture. Ensuring we have a diverse workforce whose potential is maximised is just as crucial as being diverse in how we design and deliver our business. Recognising, valuing and utilising the different talents, experience, innovation and creativity that each individual can contribute is essential to effective delivery in a diverse global society.

Activities have been aligned to the Civil Service Diversity Strategy and DFID's Making it Happen change programme, which will involve changing behaviour underpinned by strong leadership and talent management systems resulting in a diverse workforce across DFID.

DFID's Diversity Strategy also reflects many of the same principles that DFID is committed to implementing in its programmatic work in line with our Social Exclusion Policy. We will continue to work with Equity and Rights Team (Policy and Research Division) to promote diversity and equality within our internal policies and practices as well as our external programmes.

**To make change happen we will need:**

- ✓ **strong and sustained political will and leadership;**
- ✓ **data and analysis;**
- ✓ **senior level champions of change;**
- ✓ **targeted action and investment;**
- ✓ **staff empowered to implement change.**

This strategy will cover the period up to 2011. It will be put into practice using a detailed Delivery Plan. Diversity issues are communicated to our staff via DFID's local intranet and face to face briefings.

# DFID'S DEPARTMENTAL DELIVERY PLAN TO 2011

## Representation

Aim: A Civil Service that is making good progress towards reflecting society by 2020, at all levels.

### (1) Departmental SCS targets

% in Senior Civil Service	DFID 2008 position	in Civil Service targets over next 5 years	DFID 2011 Diversity targets
Women	37*	39	41
Women in TMP**	35*	34	38
Black Minority Ethnic (BME)	11.7	5	12
Disabled	2.1	5	3

\* Includes staff that we do not pay such as staff on secondment or maternity leave.

\*\*TMP (Top Management Posts) - includes Director (Grade 3), Director General (Grade 2) and Permanent Secretary (Grade 1) posts.

### (2) Departmental Feeder Grade targets.

% in Feeder Grades	Women		BME		Disabled	
	2008	2011	2008	2011	2008	2011
A1	38	40	7	10	3	3
A2	49	50	8	12	2	4
A2 (L)	49	50	9	12	2	4
Fast Stream B1(D)	55	50	7	10	6	4
B1	50	50	13	12	3	4

## What is DFID?

DFID, the Department for International Development, is part of the UK Government that manages Britain's aid to poor countries and works to get rid of extreme poverty.

We work towards achieving the Millennium Development Goals - a set of targets agreed by the United Nations to halve global poverty by 2015.

DFID works in partnership with governments, civil society, the private sector and others. It also works with multilateral institutions, including the World Bank, United Nations agencies and the European Commission.

DFID works directly in over 150 countries worldwide. Its headquarters are in London and East Kilbride.

DFID  
1 Palace Street  
London SW1E 5HE,  
UK

DFID  
Abercrombie House  
Eaglesham Road  
East Kilbride  
Glasgow G75 8EA,  
UK

Tel: +44 (0) 20 7023 0000  
Fax: +44 (0) 20 7023 0016

If you require this document in a different accessible format, please contact the diversity team on [diversity@dfid.gov.uk](mailto:diversity@dfid.gov.uk)

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***PLEASE NOTE: Throughout this statistical report any actual figure under 5 will be represented by an asterix (\*) – this is to maintain confidentiality and protect individuals from being identified by the small numbers involved.***

## SECTION 1 – WORKFORCE PROFILE

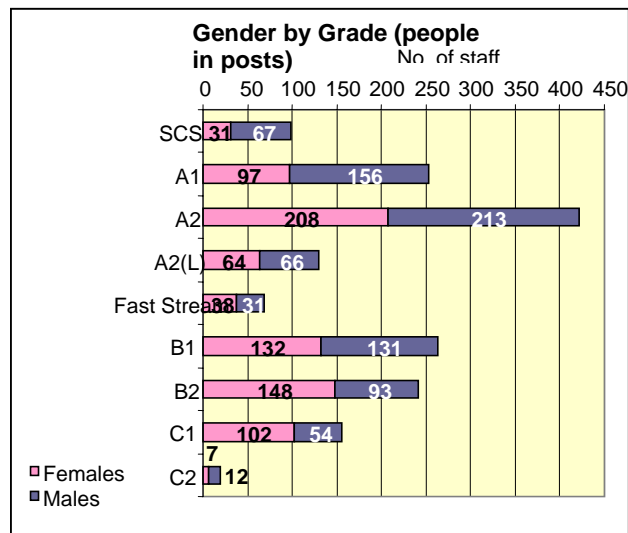
The following workforce data is for UK-based home civil service staff (HCS) only, drawn from the HR database as at December 2008. Staff appointed in-country (SAIC), unallocated staff and seconded staff that we do not pay are excluded from these figures.

### 1.1 Workforce profile – Gender by Grade and Location

Job Grade	EAST KILBRIDE					LONDON					OVERSEAS				
	Total	Females		Males		Total	Females		Males		Total	Females		Males	
SCS	10	2	20%	8	80%	61	23	38%	38	62%	27	6	22%	21	78%
A1	33	13	39%	20	61%	111	48	43%	63	57%	109	36	33%	73	67%
A2	60	31	52%	29	48%	195	111	57%	84	43%	166	100	60%	66	40%
A2(L)	51	27	53%	24	47%	57	27	48%	30	53%	22	10	45%	12	54%
Fast Stream	7	4	57%	3	43%	37	22	59%	15	40%	25	12	48%	13	52%
B1	112	57	51%	55	49%	106	51	48%	55	52%	45	24	53%	21	47%
B2	131	81	62%	50	38%	102	63	62%	39	38%	8	4	50%	4	50%
C1	91	62	68%	29	32%	65	40	61%	25	38%	0	0	0	0	0
C2	8	3	37%	5	62%	11	4	36%	7	64%	0	0	0	0	0
<b>Total</b>	<b>503</b>	<b>280</b>	<b>56%</b>	<b>223</b>	<b>44%</b>	<b>745</b>	<b>389</b>	<b>52%</b>	<b>356</b>	<b>48%</b>	<b>402</b>	<b>192</b>	<b>48%</b>	<b>210</b>	<b>52%</b>

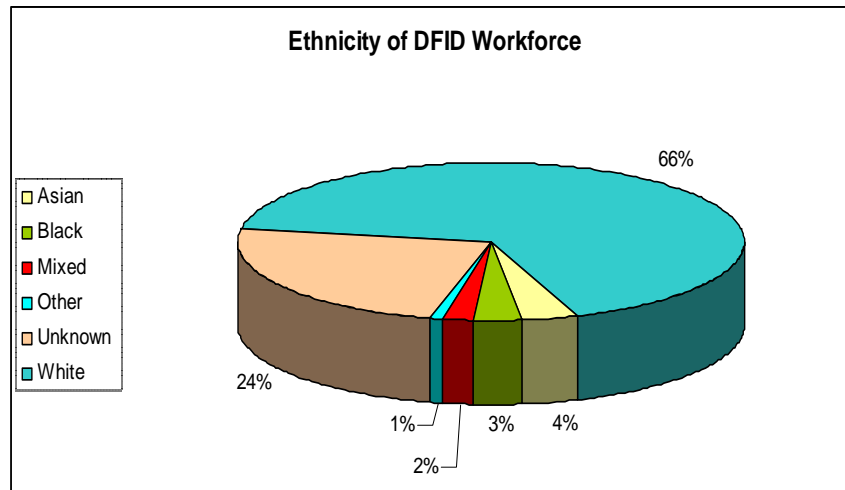
Overall, within DFID there is an equal split between female and male staff.

### 1.2 Workforce profile – gender split of each grade



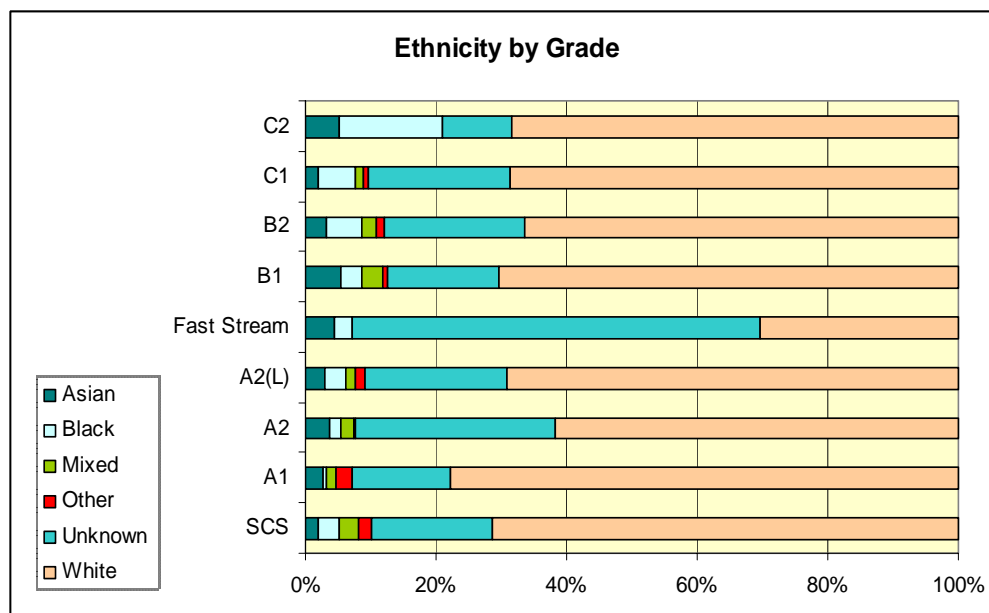
At the C1 and B2 levels DFID has more females than males this evens out at B1, A2 (L) and A2 levels. However, the reverse is true at A1 and SCS levels with significantly more males than females. At the fast stream level (feeder grade to the SCS) there are more women than men - a continuing pattern for the last two years.

### 1.3 Ethnicity profile of DFID workforce



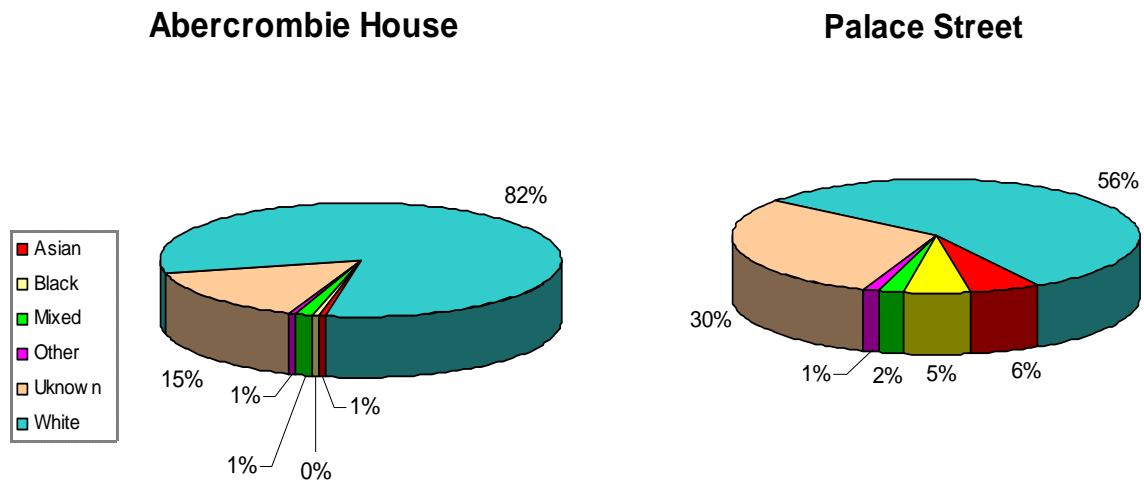
The pie chart above highlights that 24% of staff declared their ethnicity as unknown an increase of 5% from last year. A reminder has recently been added to the start of staff's records of personal details to hopefully increase the number of people comfortable about disclosing personal details. The proportion of staff (10%) from an ethnic minority background remains the same as last year.

### 1.4 Overview of the Ethnic make up of staff at each grade



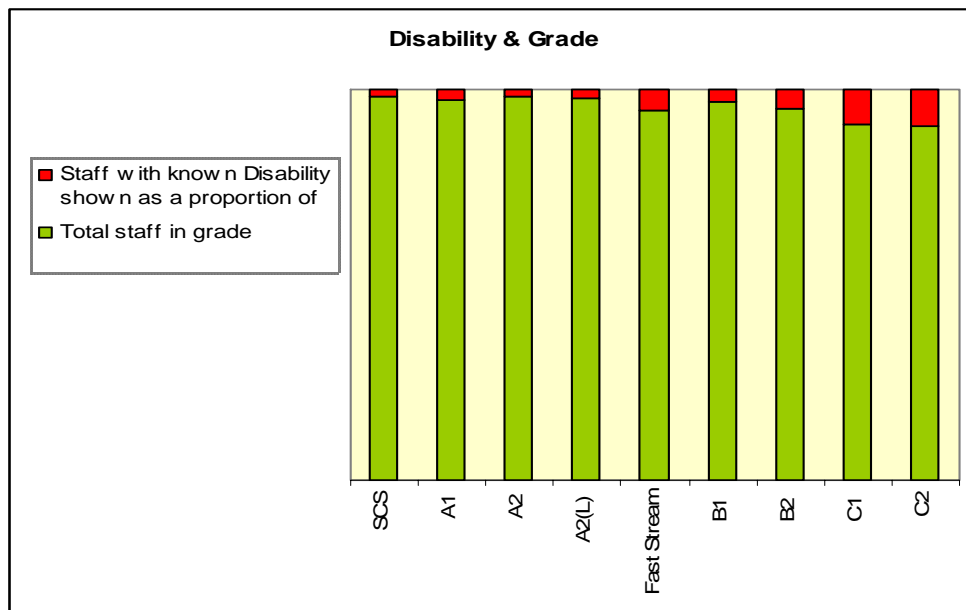
A high percentage of the fast stream (feeder grade to the Senior Civil Service) have not declared their ethnicity. DFID has very few black staff at Band A1 level. A programme to help progress the career development of black staff started last year.

## 1.5 Workforce profile – Location and Ethnicity



In the 2001 Census it was recorded that 8% of the UK population came from an ethnic minority background. In our Palace Street office (London) 14% of staff are from an ethnic minority background excluding 30% of staff that have not declared their ethnicity. The proportion of ethnic minority staff in Abercrombie House has remained steady for the last two years. At 3% this is over double the local ethnic minority population of 1.1% (Source: Census 2001, the next Census will take place in 2011).

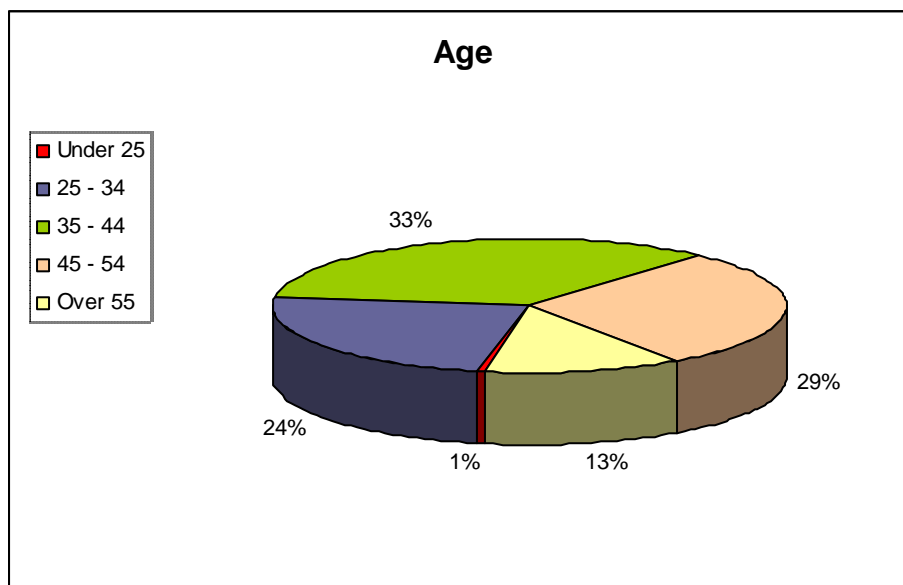
## 1.6 Disability profile of DFID Grades



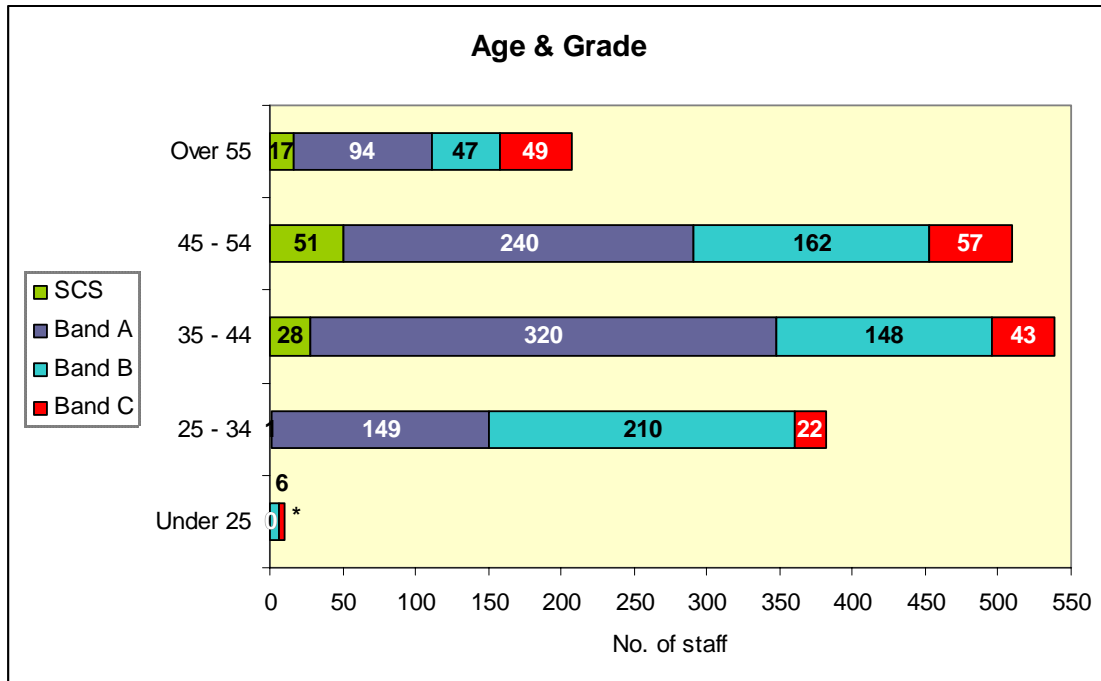
The number of staff that have declared a disability has remained identical to last year at 3.7%. DFID has more staff declaring a disability in the lower grades and declaration rates reduce the higher the grade.

Job Grade	Total staff	% Disabled
SCS	98	2.0%
A1	253	2.8%
A2	421	1.7%
A2(L)	130	2.3%
Fast Stream	69	5.8%
B1	263	3.0%
B2	241	5.4%
C1	156	9.6%
C2	19	10.5%
Total	1650	3.7%

### 1.7 Age profile of DFID workforce



As in the previous two years, the percentage of staff in the under 25 and over 55 age groups remain lower than the other groups. Staff under 25 years of age have by far the lowest percentage rate within DFID. The proportion of staff over 55 is significantly lower than the other groups. The highest percentage of staff are in the age group 35 to 44.



The chart above shows:

- 53% of the Senior Civil Service (SCS) fall into the 45 to 54 age group - a slight increase in this age group from last year;
- the majority of Band A staff are in the age group 35 to 44 - similar trend to last year;
- the majority of Band B staff are in the age group 25 to 34 - a similar trend to last year;
- the majority of Band C staff are in the age group 45 to 54 again a similar trend to last year.

### 1.8 DFID workforce – distribution of reduced hours by grades

Job Grade	Total Staff	% of Staff working reduced hours
SCS	98	7.1
A1	253	6.3
A2	421	7.1
A3	130	4.6
Fast Stream	69	2.9
B1 Total	263	9.1
B2 Total	241	11.6
C1 Total	156	17.3
C2 Total	19	10.5
<b>Total</b>	<b>1650</b>	<b>8.6%</b>

Staff working alternative hours equates to 8.6% of DFID's total workforce profile.

## SECTION 2 - SCS DIVERSITY TARGETS

### 2.1 SCS Diversity targets and current position (shown in %)

% in Senior Civil Service	DFID position @ April 2008	Civil Service targets over next 5 years	DFID 2011 Diversity targets
Women	37*	39	41
Women in TMP**	35*	34	38
BME	12	5	12
Disabled	2.1	5	3

\* Includes staff that we do not pay such as staff on secondment or maternity leave.

\*\*TMP (Top Management Posts) - includes Director (Grade 3), Director General (Grade 2) and Permanent Secretary (Grade 1) posts.

### 2.2 DFID feeder grade position and targets

% in Feeder Grades	Women			BME			Disabled		
	2007	2008	2011	2007	2008	2011	2007	2008	2011
A1	35.1	38.3	40	6.8	7.1	10	1.3	2.8	3
A2	48.3	49.4	50	8.2	7.6	12	2.4	1.7	4
A2 (L)	55.9	49.2	50	10.2	9.2	12	2.4	2.3	4
Fast Stream	58.3	55.1	50	8.3	7.2	10	6.9	5.8	4
B1	44.7	50.2	50	13.2	12.5	12	2.7	3.0	4

With the exception of disability, DFID is on track to meet the SCS and feeder grade targets set out in the table above.

## SECTION 3 - ATTRACTING TALENT

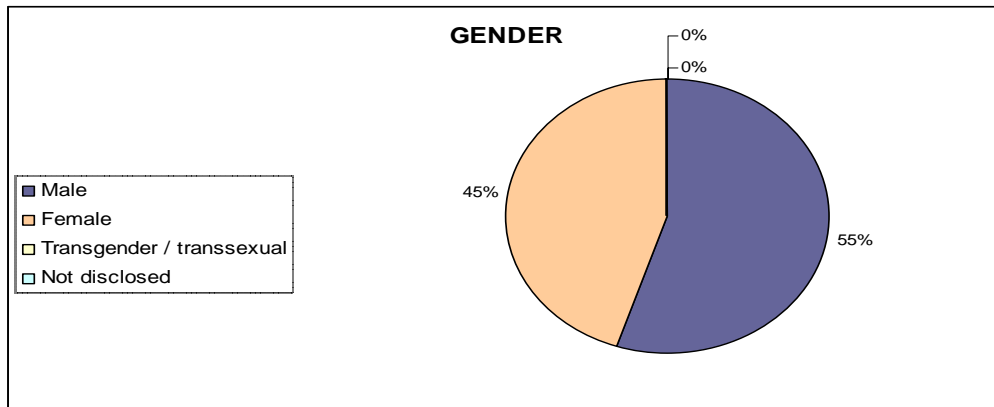
Within the period June 2007 to 31 December 2008, DFID commenced 57 recruitment exercises to fill 105 posts.

The World Careers Network (WCN) system is unable to supply information at the different stages of recruitment i.e.

- initial sift of all applications received;
- assessment centres and interviews;
- appointment of successful candidates.

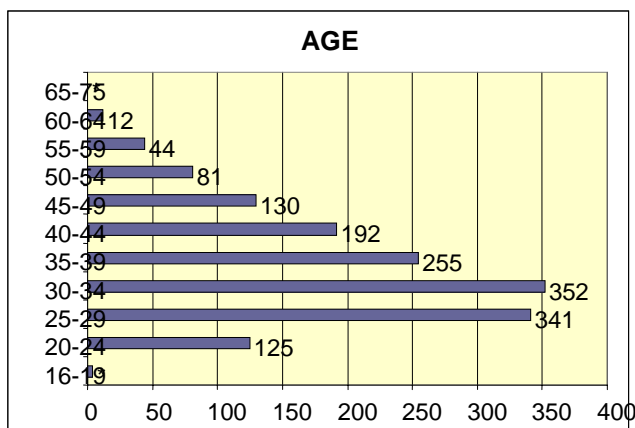
This will be investigated and rectified for DFID's next annual Diversity Report.

### 3.1 Gender split of job applications



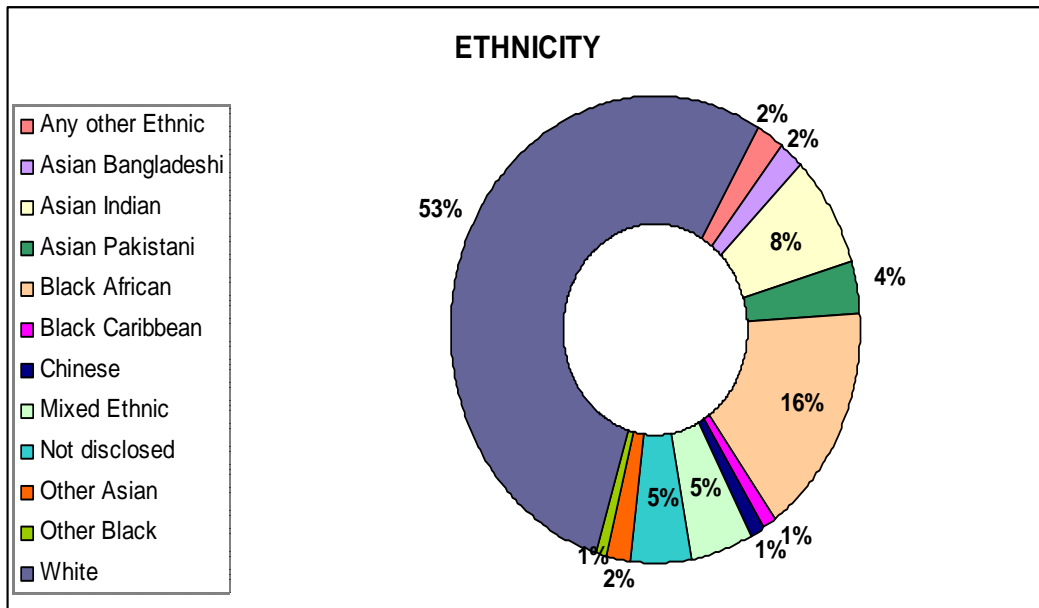
Overall, slightly more males (55%) applied for jobs in DFID than females (45%).

### 3.2 Job applications split by age groups



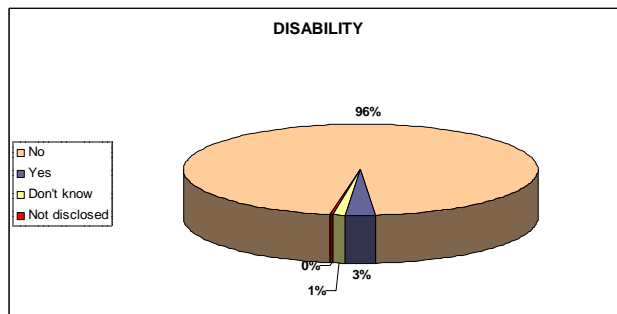
DFID attracts most applications from individuals in the age groups 25 to 34. The number of applications received decreases significantly as you progress through the age groups from 35 years onwards.

### 3.3 Job applications split by ethnic group



Almost 50% of applicants are from an ethnic background. Only 5% of applicants did not disclose their ethnic background which is much better than last year when 40% of applicants did not disclose their ethnicity when applying for a post.

### 3.4 Job applications split by disability



Of the individuals applying for a post 3% declared a disability.

## SECTION 4 - TRAINING ANALYSIS

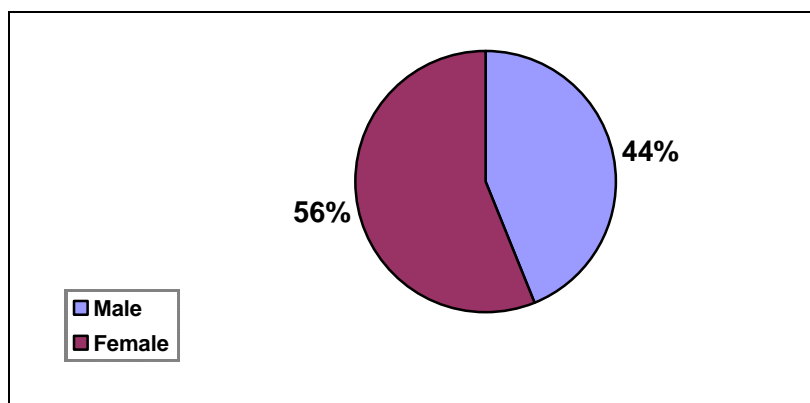
The following data is for UK-based home civil service staff and staff appointed in-country for individuals that attended the Corporate Induction Course and/or one of the Leadership and Management training programmes between January and December 2008. The data is drawn from Learning and Development training records and cross referenced with the HR database.

The data relies on staff voluntarily completing equal opportunities information. It does not relate to all training undertaken in DFID. Therefore the information below comes with a health warning.

### Corporate Induction Course

Nine induction courses took place for 102 participants.

#### 4.1 Training Attendance Level – Gender

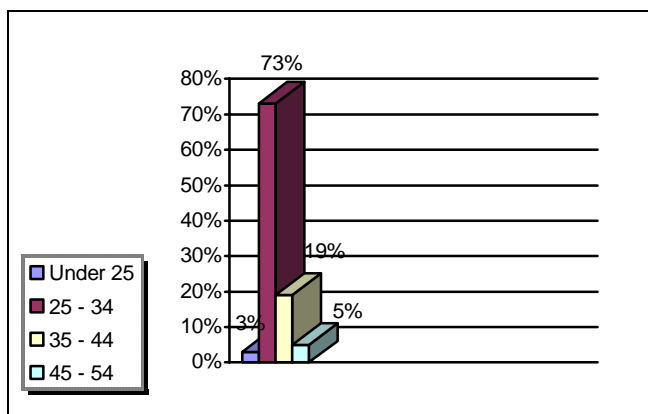


DFID's workforce profile is fairly even with 52% women and 48% men. Generally more women than men attended the corporate induction course. A similar pattern to courses held between April 2006 and March 2007.

#### 4.2 Disability and Ethnicity

No breakdown of attendance on Corporate Induction by ethnicity or disability is available due to most attendees choosing not to provide this information. No participants have declared that they have a disability and very few people have provided ethnicity details.

### 4.3 Training Attendance Level – Age



The significantly high proportion of staff in the age range 25 – 34 is consistent with the age analysis within the Attracting Talent section (see table 3.2).

### 4.4 Working Pattern & Employment

The vast majority (95%) of the attendees on the induction course were full time members of staff.

Home Civil Service staff attending induction amounted to 56% of all attendees compared with 24% Staff Appointed In Country and 20% of staff employed on other terms. This is relatively consistent with the workforce profile of 66% Home Civil Service, 31% SAIC and 3% others.

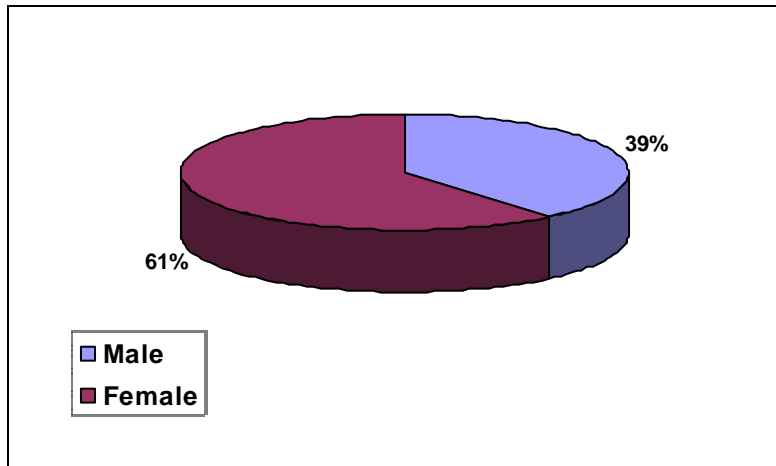
### Leadership and Management Programmes

The following table provides a list of the Leadership and Management (L&M) pilot programmes that were run in 2008 with a breakdown of the grades who attended, where available.

Programme	SCS	A1	A2	A2L	B1D	B1	B2	C1	Total
The Manager As a Coach	1	1	11	4	-	12	3	1	33
Working with Ministers and Parliament	-	2	3	7	5	7	2	-	26
Managing Diverse & Multi-cultural Teams	-	2	4	3	-	3	2	1	15
Leading for Success	-	1	7	2	-	-	-	-	10
Change Leadership	1	7	4	-	-	-	-	-	12
Aiming Higher	1	2	3	1	-	3	-	-	10
Supporting Teams Through Change	-	1	0	4	1	3	1	-	10
Project Management Essentials	-	1	7	6	2	11	5	2	34
<b>Total</b>	<b>3</b>	<b>17</b>	<b>39</b>	<b>27</b>	<b>8</b>	<b>39</b>	<b>13</b>	<b>4</b>	<b>150</b>

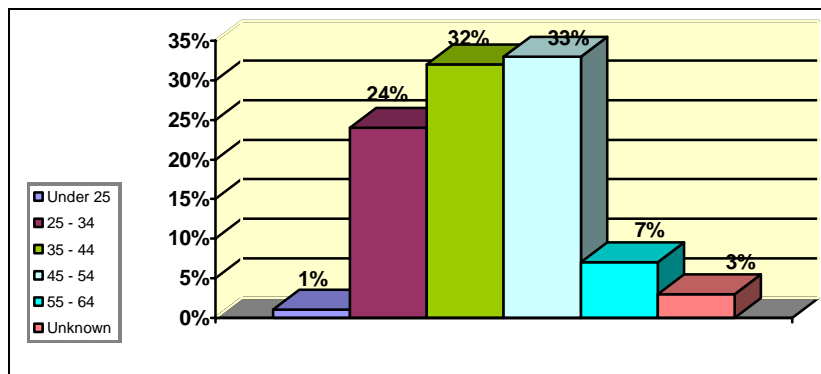
The highest numbers of staff attending the pilot courses were at A2 and B1 levels. A breakdown of programme attendance by grade for non-pilot courses is not available.

#### 4.5 Training Attendance Level – Gender



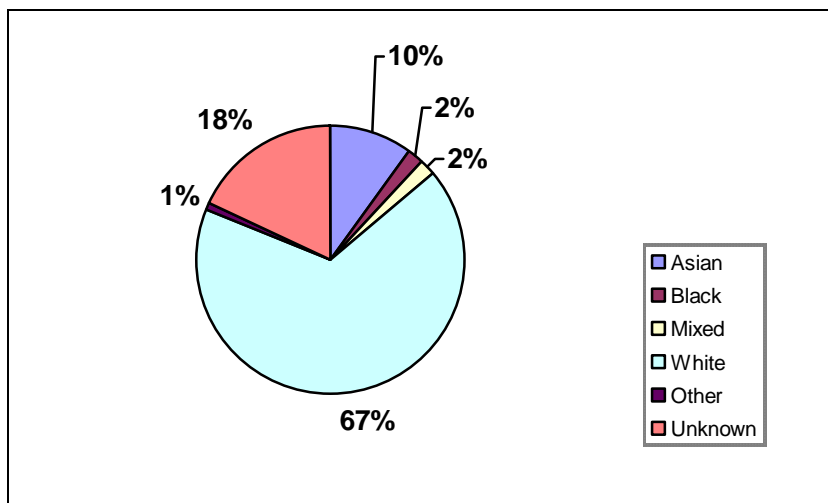
Significantly more females than males attended the leadership and management programmes.

#### 4.6 Training Attendance Level – Age



Staff in the age groups 35 to 54 are the most likely to attend leadership and management training.

#### 4.7 Training Attendance Level – Ethnicity



The attendance rate of Asian staff was more than twice the proportion of Asian staff in the total workforce (4%).

Attendance by white staff is consistent with the proportion of the white staff in the total workforce (66%)

Attendance by Black staff is slightly lower than the workforce profile of 3% while attendance by Mixed Race staff matches the total workforce.

#### ***4.8 Training Attendance Level – Disability***

Of the staff who attended the leadership and management programmes, 5% have declared a disability while 92% said they did not have a disability. No information has been provided by the remaining 3%. The 5% figure exceeds the total workforce disability profile of 3.7%.

#### ***4.9 Training Attendance Level – Work pattern***

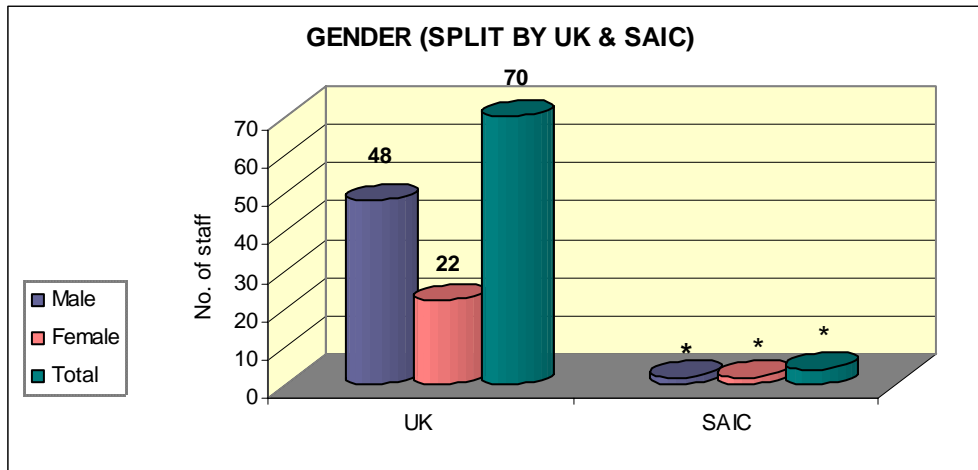
Most staff attending the leadership and management programmes were full time (88%) compared with 9% part time staff and 3% unknown.

## SECTION 5 - PERFORMANCE MANAGEMENT ANALYSIS

The following information relates to all staff that received a performance rating 'most in need of development' for the period 1 April 2007 to 31 March 2008.

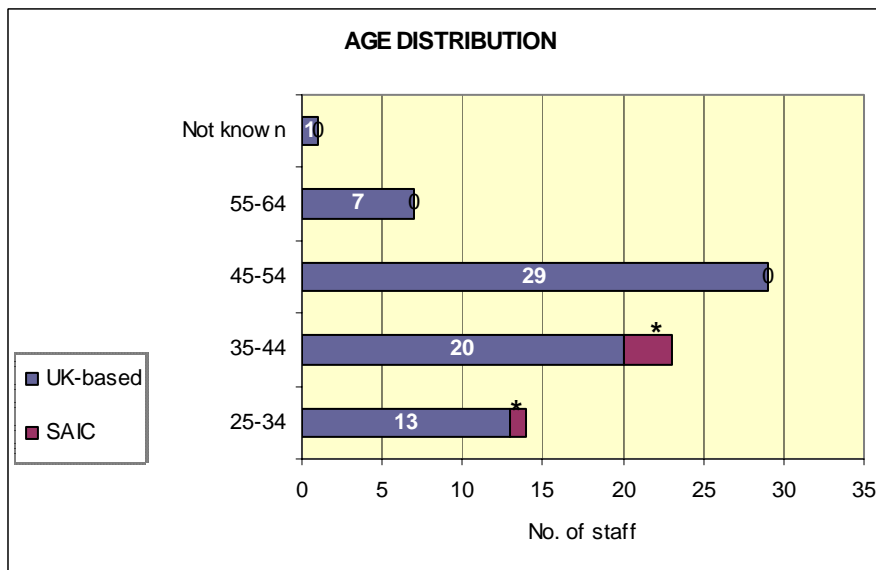
2.8% of staff (UK and SAIC) received this performance rating. A confidential report of staff that received this performance rating was cross-referenced with diversity information on the HR database.

### 5.1 Gender distribution of staff that received a 'development required' marking



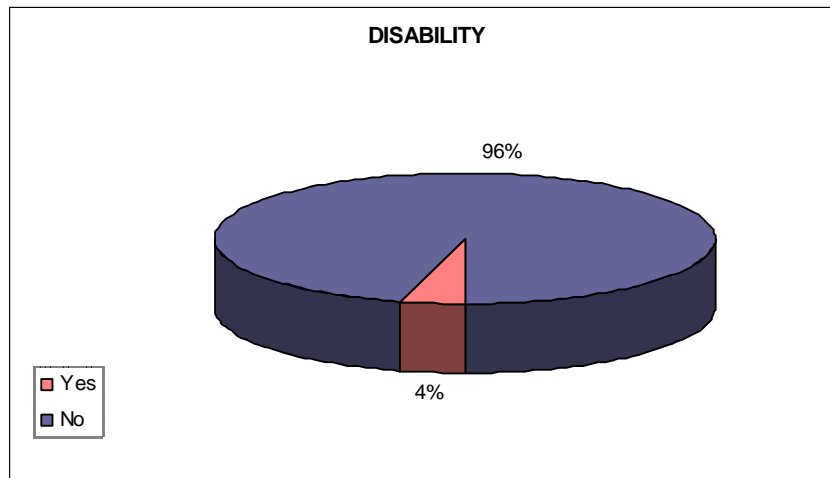
The majority of staff that received a 'most in need of development' marking are UK staff. For UK based staff men are more likely to receive a 'most in of development' marking than women. This is a similar pattern to the last two years.

### 5.2 Age distribution of 'development required' marking



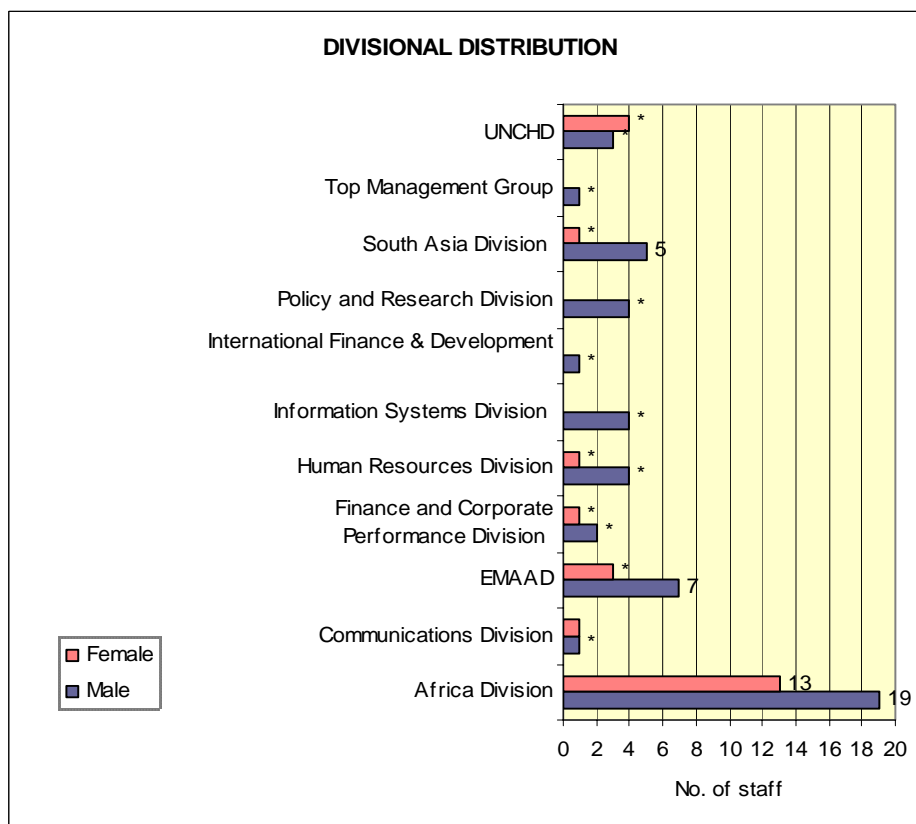
The few SAIC that received a 'most in need of development' marking were in the age groups 25 to 44 - a similar pattern to last year. The majority of UK based staff that received this performance marking were in the age group 35 to 54 - a similar pattern to last year.

### 5.3 Disability statistics for 'development required' marking



Disability figures are only for UK based staff. 4% of UK-based staff who receive a 'most in need of development' marking are disabled. This percentage has decreased by 50% from last year which is an improvement - although still high as staff with a disability account for 3.7% of DFID's workforce.

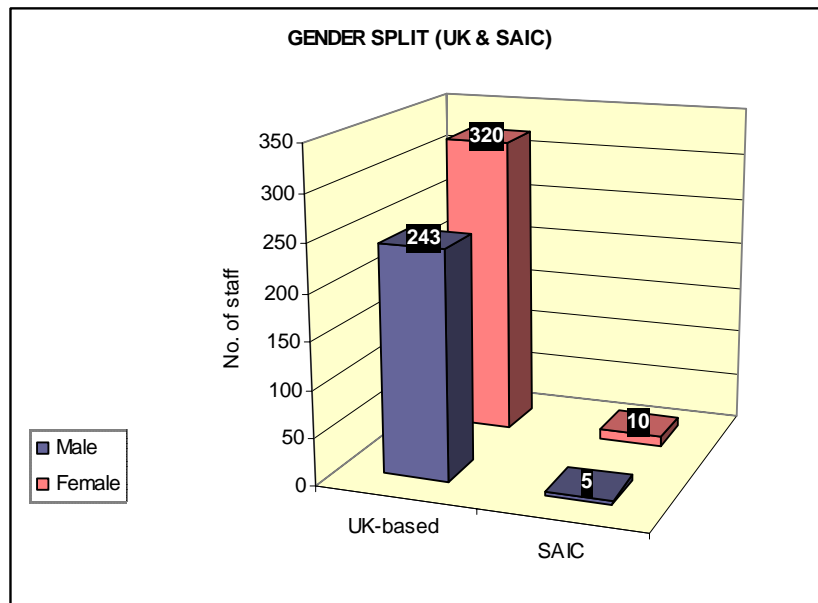
### 5.4 Distribution by Divisions of 'development required' marking



Africa Division has the most staff receiving a 'most in need of development' marking which equates to 12% of the total staff in Africa Division.

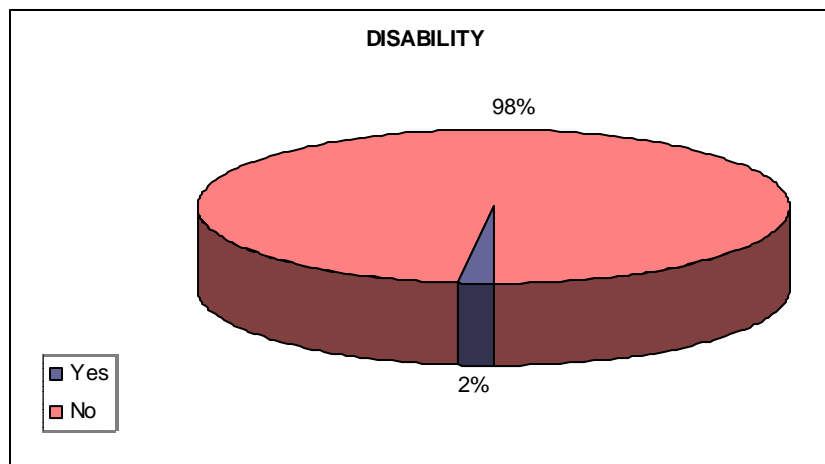
The following information relates to all staff that received a performance rating 'high performing' for the period 1 April 2007 to 31 March 2008.

### 5.5 Gender split of 'high performing' marking



Overall, more females than males received a 'high performing' marking. Very few SAIC received this performance marking.

### 5.6 Disability statistics for 'high performing' marking



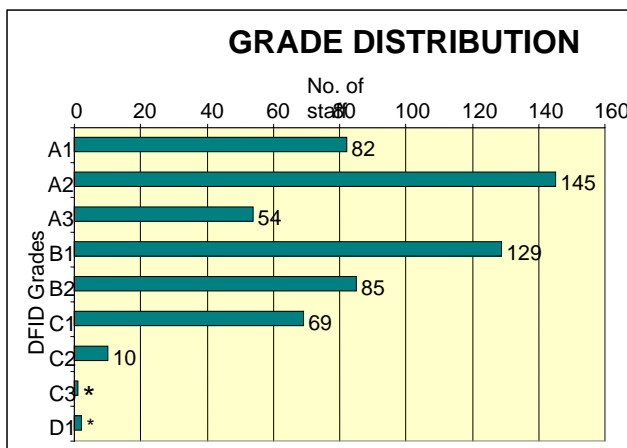
Disability figures are only for UK based staff. 2% of UK-based staff who receive a 'high performing' marking are disabled. Staff with a disability account for 3.7% of the total workforce.

### 5.7 Age profile of 'high performing' marking

Type	Under 25	25 - 34	35 - 44	45 - 54	55-64	Over 65	Total Staff
UK Based	0.5%	32%	39%	20%	6%	0%	97.5%
SAIC	0%	0.5%	1%	0.5%	0.5%	0%	2.5%
<b>Total</b>	<b>0.5%</b>	<b>32.5%</b>	<b>40%</b>	<b>20.5%</b>	<b>6.5%</b>	<b>0%</b>	<b>100%</b>

Staff in the age group 35 to 44 were the most likely to receive a 'high performing' marking.

### 5.8 Grade distribution of individuals with 'high performing' marking



Staff in the A2 and B1 grades are most likely to receive the 'high performing' marking than individuals at other levels within DFID.

## SECTION 6 - DISCIPLINE AND GRIEVANCE ANALYSIS

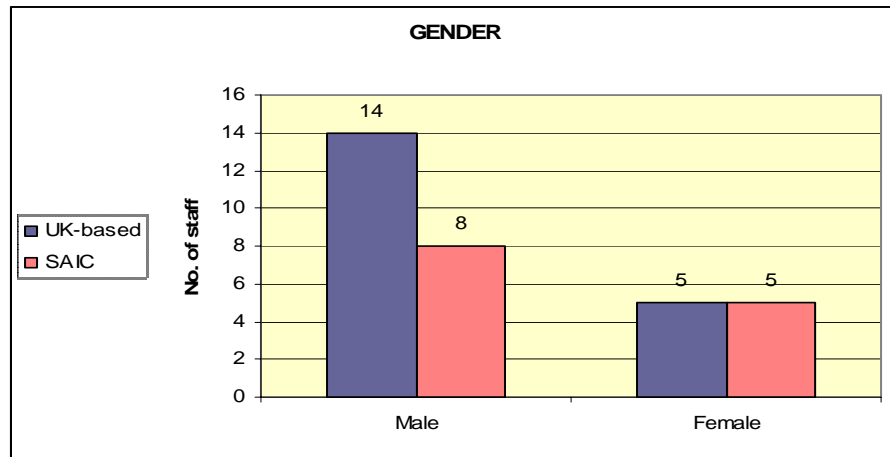
Between 1 October 2007 and 30 September 2008, 7 staff members were involved in grievances. 24 staff were subject to disciplinary cases and 6 staff were dismissed from DFID.

While the figures are too small to draw statistical trends it is worth noting that there is a significant change in discipline case types from last year.

**Grievance:** 46% decrease in the number of grievances. The number of bullying and harassment cases reduced by 5.

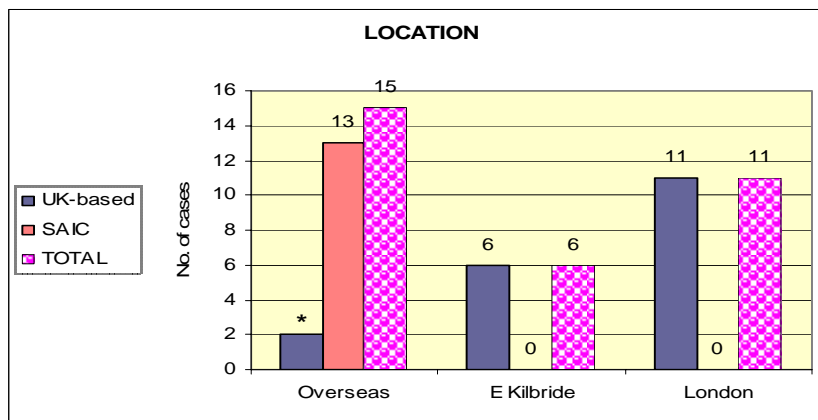
**Disciplinary:** 21% decrease in the number of cases. Number of performance cases increased by 9 and number of fraud cases decreased by 10.

### 6.1 Gender Analysis



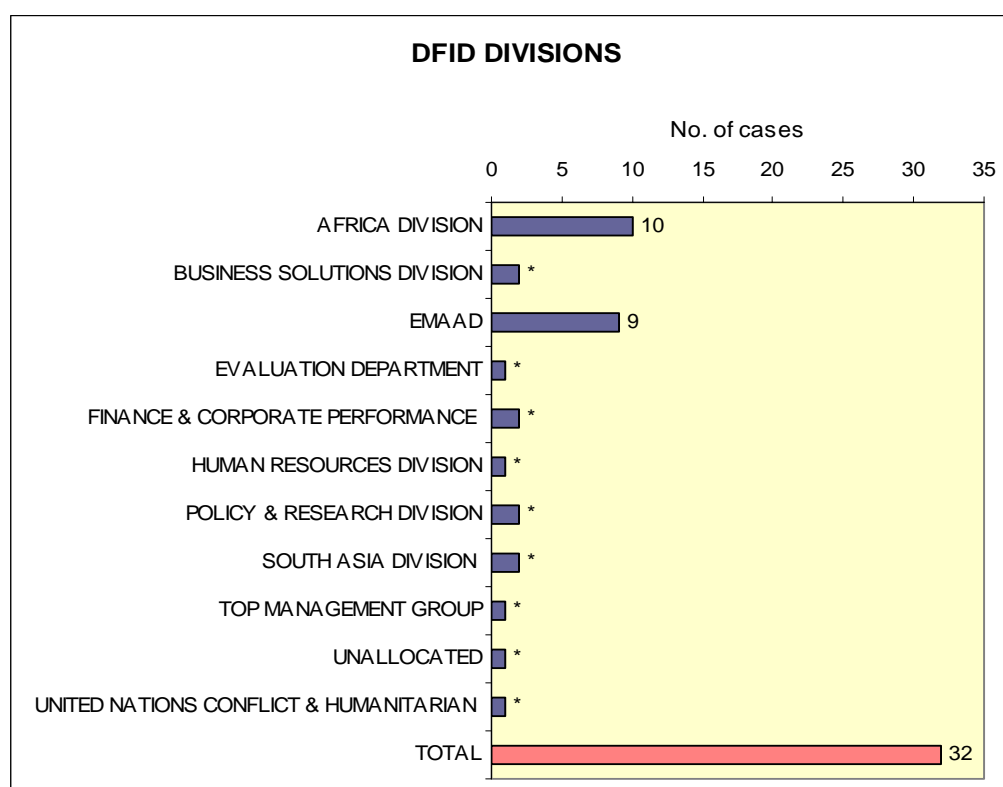
More than double the percentage figures of females (25%) to men (69%) are subject to discipline and grievance cases. This is a similar pattern for the same period last year.

### 6.2 Analysis by location



There is almost double the number of discipline and grievance cases in London to East Kilbride. This is a reverse of the pattern for the same period last year.

### 6.3 Distribution of grievance and discipline cases by Division



Africa and EMAAD (now MECAB) divisions were subject to the most discipline and grievance cases, which equates to 4% of the total staff in Africa Division and 5% of the total staff in EMAAD. Interestingly Africa Division also has by far the highest number of staff in the 'most in need of development' marking (32 staff) which equates to 12% of the total staff in Africa Division.

### 6.4 Analysis by Grade

Grade	Total no. of Cases		UK-based staff		Staff Appointed in Country (SAIC)	
	Count	Percentage	Count	Percentage	Count	Percentage
SCS	-	-	-	-	-	-
Band A	7	22%	*	10%	5	38%
Band B	16	50%	10	53%	6	46%
Band C	8	25%	7	37%	*	8%
Band D	*	3%	0	0	*	8%
<b>Total</b>	<b>32</b>	<b>100%</b>	<b>19</b>	<b>100%</b>	<b>13</b>	<b>100%</b>

Staff at Band B level were the most likely (50%) to be involved in discipline and grievance cases. There are slightly more cases involving UK-based staff in comparison to SAIC.

Almost half of the individuals involved in discipline and grievance cases have not recorded their ethnic background. Of those that have declared 40% of cases were from staff in ethnic minority groups. This is significantly different to the same period last year where there were no discipline and grievance cases from staff in an ethnic minority group. Of the staff involved in discipline and grievance cases 50% of staff were in the age group 35 to 44.

## SECTION 7 – LEAVERS ANALYSIS

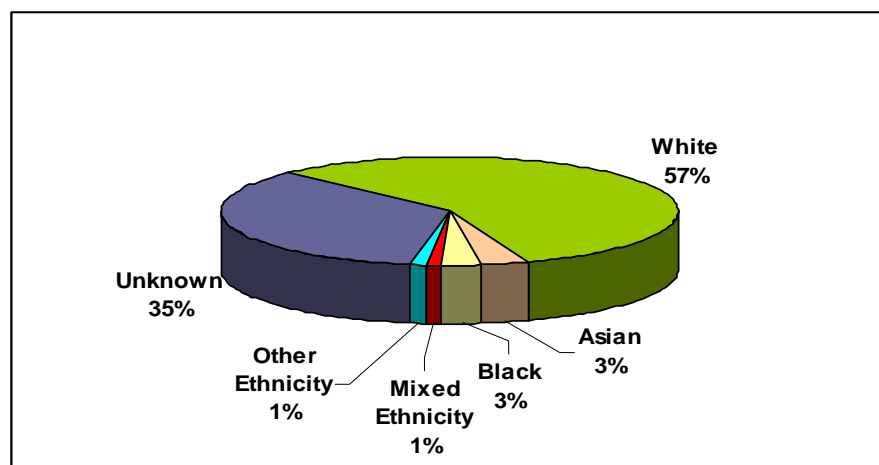
Analysis has been carried out on Home Civil Service (HCS) leavers between June 2007 and December 2008.

### 7.1 Distribution of leavers by Gender

Total Leavers	Females		Males	
291	136	47%	155	53%

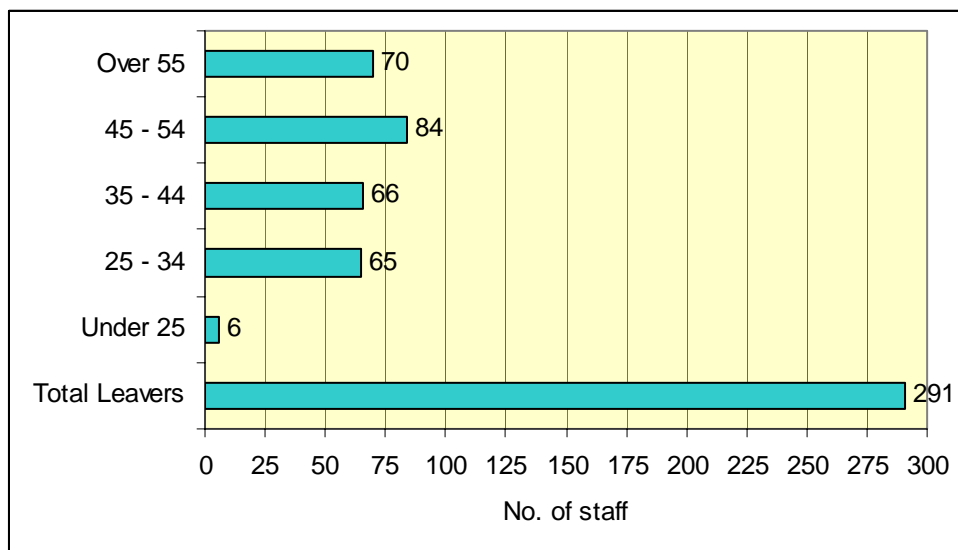
Between June 2007 and December 2008 more males (53%) left DFID than women (47%). This is a similar pattern to previous years.

### 7.2 Distribution of leavers by Ethnic Group



Individuals from a white background represented 57% of staff leaving DFID.

### 7.3 Distribution of leavers by Age Group



The majority of leavers (30%) are in the age group 45-54. This is a similar pattern to last year.

#### 7.4 Leavers analysis by Disability and Grade

- Of 291 leavers, 10 staff members had registered a disability. This equates to 3.4% - the number of staff that have declared a disability within the DFID's workforce is 3.7%.
- The table below shows that the greatest number of leavers is at the A2 level - a continuing pattern from last year. At the B1(D) level 19 staff left DFID compared to 5 in the period June 2006 to May 2007.

Job Grade	Total HCS Leavers		Total no. HCS staff in grade	Leavers as % of total in grade
SCS	24	8%	98	24%
A1	36	12%	253	14%
A2	66	23%	421	16%
A2(L)	22	8%	130	17%
B1(D)	19	6%	69	27%
B1	38	13%	263	14%
B2	33	11%	241	14%
C1	48	16%	156	31%
C2	5	2%	19	26%
<b>Total</b>	<b>291</b>	<b>100%</b>	<b>1650</b>	<b>18%</b>

- Of the leavers, 10% worked part time hours. 8.6% of the UK workforce work alternative hours.
- Almost a quarter of individuals within the SCS left DFID between June 2007 and December 2008.

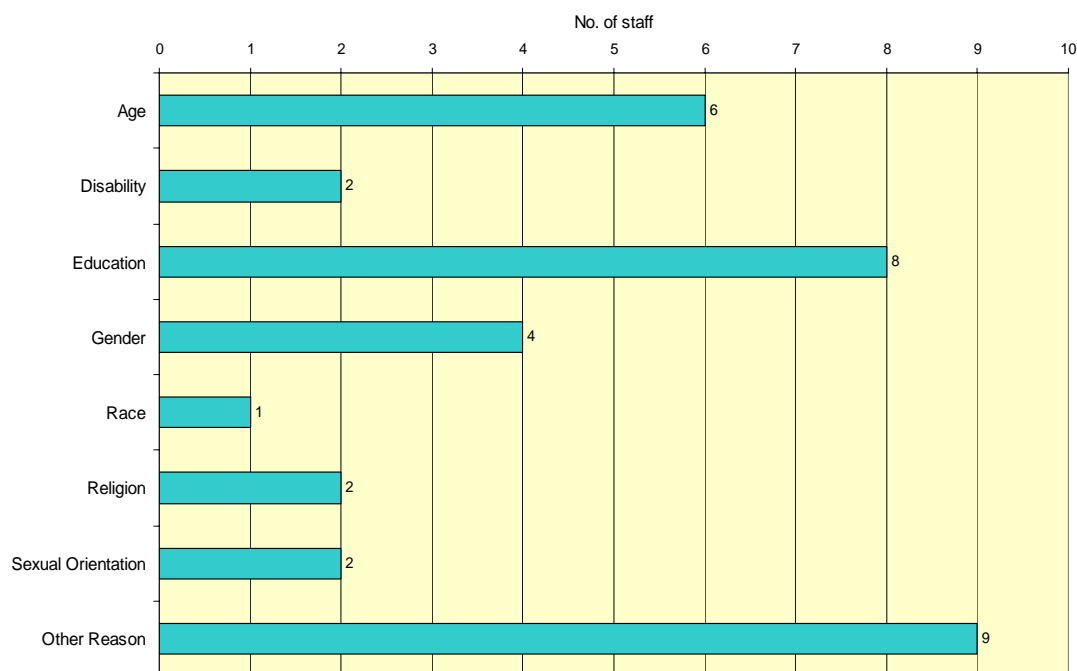
## SECTION 8 – EXIT QUESTIONNAIRE ANALYSIS

**292 staff left DFID during June 2007 and December 2008. Out of these 32.5% (95) returned Exit Questionnaires.**

Of the 95 staff who returned a questionnaire, **83% felt that diversity was valued in DFID.**

25% of the 95 leavers, who completed a questionnaire, felt that they had been disadvantaged for some diversity related reason. Age, Education and Gender featured highly in the categories of why some leavers felt disadvantaged (table 8.1 below shows the details).

### 8.1 Exit Questionnaires – Diversity related reasons



### 8.2 Key statistics about Exit Questionnaires

- 40% (38 people) highlighted **lack of promotion/career development opportunities** as a reason for leaving, with approximately 18% (16 staff) indicating that this was their main reason that they left DFID.
- 23% (22 people) highlighted **change of career** as a reason for leaving DFID, with 10% (9 people) highlighting this as their main reason for leaving.
- 15% (14 people) highlighted **job satisfaction - poor content** as a reason that they left, with only 1 person stating this as the main reason that they left DFID.
- 15% (14 people) highlighted **new job in the private sector** as a reason that they left, with 8% (7 people) indicating this as the main reason that they left DFID.
- 17% (16 people) highlighted **higher salary** as a reason that they left, however, no-one chose this as the main reason that they left DFID.

- 25% (24 people) highlighted **dissatisfaction with senior management** as a reason that they left, with approximately 4.5% (4 staff) indicating this as the main reason that they left DFID.

### 8.3 Exit Questionnaire Statistics shown in a table

REASON	Staff who stated this reason as a factor (%)	Staff who stated this as a primary reason for leaving (%)
<b>STANDARD REASONS FOR LEAVING</b>		
Retirement	3.9	9.9
Early Retirement	8.1	12.1
End of Contract	1.3	3.3
<b>PERSONAL REASONS</b>		
New job in the Civil Service	0.7	0.0
New job in the private sector	4.6	7.7
Change of career	7.2	9.9
Moving to another area	2.0	3.3
Accompanying a partner	0.7	0.0
To become self employed	2.3	2.2
To undertake voluntary work	1.6	0.0
Career break	2.9	1.1
Travel time	2.0	1.1
Travel costs	1.3	0.0
Family/personal circumstances	6.2	5.5
Caring responsibilities	2.3	4.4
Childcare costs	0.7	0.0
Ill Health	2.9	5.5
Alternative working patterns	1.3	0.0
<b>CORPORATE REASONS</b>		
Lack of promotion or career development opportunities	12.4	17.6
Lack of training and development	2.3	0.0
Job satisfaction - poor content	4.6	1.1
Responsibility too much	2.6	2.2
Responsibility not enough	4.2	0.0
Higher Salary	5.2	0.0
Long working hours	1.3	0.0
Dissatisfied with line management	4.2	3.3
Dissatisfied with senior management	7.8	4.4
Bullying and harassment	1.0	0.0

**DFID GRADING STRUCTURE**

**ANNEX C**

<b>DFID GRADE</b>	<b>⇒ CIVIL SERVICE GRADE</b>
<b>SCS (Senior Civil Service)</b>	<b>G5</b>
<b>A1</b>	<b>G6</b>
<b>A2</b>	<b>G7</b>
<b>A2 (L)</b>	<b>Senior Executive Officer (SEO)</b>
<b>B1</b>	<b>Higher Executive Officer (HEO)</b>
<b>B2</b>	<b>Executive Officer (EO)</b>
<b>C1</b>	<b>Administrative Officer (AO)</b>
<b>C2</b>	<b>Administrative Assistant (AA)</b>
<b>Band D</b>	<b>Auxiliary Staff</b>

## (a) Making Diversity Work for Everyone

DFID is required legally to consider the potential equality impact on race, disability and gender of all existing, new or revised policies and processes that are relevant to the work that we do in the UK.

At the beginning of last year the Diversity Team introduced a simplified Equality Impact Assessment toolkit (called Making Diversity Work for Everyone) to ensure that all existing, new or revised policies and processes relevant to the work that we do in the UK are assessed for any adverse impact on seven strands of diversity (age, disability, gender, race, religion or belief, sexual orientation and working patterns).

### Progress

- The Diversity Team have provided training on the Equality Impact Assessment process to HR Business Partners, Heads of Business functions, Policy leads in Cabinets and DFID Committee Secretariats.
- We have completed eleven Equality Impact Assessments. A couple of examples are at Annex E.
- We apply the principles of best practice in our overseas offices and DFID's Equity and Rights Team have developed a similar business planning tool (Gender and Social Exclusion Analysis Framework) for ensuring that poverty reduction programmes reach the poorest and most excluded.

### Next Steps

We will:

- offer refresher training as necessary;
- continue to work jointly with Equity and Rights Team;
- review our policy in light of the single UK Equality Bill.

***Did you know? DFID Nepal's Livelihoods and Forestry Programme (LFP) developed a social mobilisation programme to address issues of inclusion in decision-making and benefit sharing within the community management of forest and other land resources. LFP works to end discrimination, improve grass-roots governance and empower the voices of the diversity of people throughout Nepal by looking at the root causes of poverty: social exclusion based on caste, ethnicity and gender.***

## (b) Gender

The Millennium Development Goal (MDG3) focuses the international community on the achievement of gender equality and the empowerment of women. DFID's [Gender Equality Scheme](#) sets out how we will give greater priority to gender equality in our programme and policy work. This forms part of our wider agenda for embedding and mainstreaming gender equality across the organisation as outlined in the DFID's Diversity and Equality Strategy.

## Progress

- A review of the Gender Equality Scheme at the end of September 2008 showed we are on track for our corporate objectives (using the traffic lights assessment system – green light). Two remaining gaps are: a) providing more structured careers advice particularly for women returning from career breaks, and b) providing more overseas work experience opportunities for women and men in the junior grades.
- To raise the profile of gender equality and provide greater accountability, DFID established a network of senior level Gender Champions (one per Division) headed by the Director-General for Country Programmes (Mark Lowcock). The Champions meet on a quarterly basis to review progress, share good practice and to discuss at a strategic level challenges to implementation of the Gender Equality Action Plan.
- To signal the importance of promoting gender equality by our SCS leadership, we introduced gender related objectives and criteria for SCS performance related pay bonuses in 2008/09.
- DFID is doing more to role-model women's representation. DFID met the 2008 UK-wide Civil Service target for women in the SCS set at 37%. DFID exceeded (35%) the Civil Service wide target for women in Top Management posts, which was set at 30%.
- We also made progress in feeder grades. The uneven gender split, 62% male to 38% female of a total 571 staff at band A highlighted in 2003, has improved significantly and now stands

at 54% male to 46% female of a total 762 staff in band A. This can be attributed to DFID's investment in positive action schemes, encouraging more women to apply for posts at more senior levels and improved IT support for home working.

- Mentoring programmes for women continue, and DFID's Crossing Thresholds approach is now being used with other departments. An evaluation of participants on the first Crossing Thresholds Programme, based on a 94% (17 out of 18) response rate to an online questionnaire, showed that 59% were promoted; 18% moved on level transfer; 18% moved on temporary promotion. There were no promotion boards in 2008; therefore an evaluation of subsequent Crossing Thresholds Programme has not been possible.
- HR is centrally funding two women to take part in the *Leaders Unlimited* programme, which focuses on career development for under-represented groups (including women), aspiring to move into the senior civil service.
- An internal communications campaign was carried out last year under the banner '**Think Women!**' using the medium of our intranet home page. Every day for the whole month, the campaign highlighted an important or innovative aspect of our work on gender equality. It also included a story competition which has yielded examples of best practice from work in country programmes, and a video of staff who tried to carry buckets of water on their heads as a demonstration of the difficulties women face on a daily basis in developing countries. A significant

impact on organisational culture and the focus on gender equality has not gone unnoticed.

- In March 2008, DFID took part in the 4<sup>th</sup> International Women's Conference. A survey conducted at the conference, based on 131 delegates, highlighted the needs of public sector women.
- An Equal Pay Audit in 2008 showed DFID has no significant pay gaps between men and women; though marginal differences identified in the (last) 2004 audit have been further closed by the 2007 pay deal. DFID's gender pay gap is better than the national average gender pay gap (82.8%) and is also better than the average Public Sector gap of 86.6%
- We are piloting a Threshold Programme for DFID, Foreign Office and OGD women in the feeder grades to the SCS with the aspiration and ability to progress into the SCS.
- Sue Owen (Diversity Champion and DG, Corporate Performance) has been involved in piloting work on the *Threshold Programme for Leaders* - a career development programme for aspiring women leaders across the Civil Service. The overall aim is to increase the number of women applying for promotion to Director-level. Six other government departments are also taking part in this pilot. A second programme has commenced.
- The new civil service diversity target for women in the SCS is set at 39% over the next 5 years. DFID has set a target of 41% but will aspire to exceed our official targets on gender by an additional 2%.

- DFID took part in the 2008 Opportunity Now benchmarking exercise. We will be benchmarked in gender equality against the public and private organisations. Results of the benchmarking will be made available in March 2009.

### **Next Steps**

We will:

- carry out a review of career progression to determine the effectiveness and impact of gender-related positive action initiatives (e.g. Crossing Threshold Programmes).
- redefine the aims and objectives of the Women's Network to identify a set of activities appropriate to membership needs, gauge membership numbers, raise the profile and determine future priorities.

***Did you know? United Nations and Commonwealth Department (UNCD) pushed for better progress on gender in the performance of key UN agencies. Some achievements include: UNICEF are now collecting gender-disaggregated data, UNAIDS will be undertaking a gender audit of National HIV/AIDS responses, and UNDP have signed up to binding gender performance targets for its Gender Equality Strategy. UNCD has a gender balance of 50:50 in A-Band staff.***

## (c) Race

We continue to work closely with the Ethnic Minority Network who meet on a regular basis.

### **Progress**

- Policy and Research Division have developed a How to Note for DFID staff working with Diaspora groups in the UK and abroad, which seeks to improve the engagement with Diaspora groups.
- Strategic Communications Department continue to promote DFID's work in Muslim countries by targeting Muslim audiences through the media in the UK.
- To support the Network we provided an analysis of career progression within DFID.
- A personal effectiveness/confidence building training programme for junior Black and Minority Ethnic staff began in September 2008 for 8 months. A pre-programme taster workshop was held followed by a dozen staff joining the programme. Reaction to the training is favourable with staff feeling more positive and motivated.
- In September, working jointly with the network we published a two-page core script summarising the key facts on race equality in DFID.

### **Next Steps**

- The Network will continue to mentor members around career progression.
- Working closely with the Diversity Team the Network will celebrate events like Black History month.

- DFID will monitor the new points based UK immigration system towards the end of 2009.

## (d) Flexible Working

### **Progress**

- The most recent Management Survey revealed that 82% of respondents said that their managers actively supported flexible working, a fall of 2% compared with the previous year. However, this statistic clearly demonstrates that line managers are agreeing reasonable adjustments to jobs to accommodate flexible working practices; in line with our guiding principles. Variations within the overall figure show some parts of the organisation need more attention.
- The Better Balance survey (2008) noted an improvement in the Work Life Balance response in comparison to the 2004 survey. It is likely that the improvements in Work Life Balance are related to the continued development, implementation and promotion of good Work Life Balance policies. It should be noted, however, that Work Life Balance is more of a concern for staff in the SCS and feeder grades.

***Did you know? Policy Division Growth and Investment Group produced a Stress Management Action Plan in response to the results of the Better Balance Survey – which has helped to facilitate a more diverse way of working across the group, including: working from home; working part-time; working compressed hours; and working as part of the Group in an overseas office.***

- The number of reduced-hour workers has increased slightly, equating to 8.6% of our UK-based workforce.
- Currently there are 1,079 U.K. laptop users out of a total UK workforce of 1,850. 880 overseas staff have laptops as well. All of these staff have the opportunity to work at home either formally or informally.
- There is also a commitment to undertake a wider review of the potential impact of extending such a policy to the SCS. In line with other Departments, DFID will introduce a no mandatory retirement age policy by March 2010.

### ***Next Steps***

- Undertake a review of the Flexible Working Booklets.

## **(e) Age**

Human Resources Division continues to monitor its policies to ensure compliance with the 2006 age regulations and aims to promote good practice on age.

### ***Progress***

- Staff now, following the introduction of legislation have the right to request to work beyond 65. DFID continues to monitor the procedures set up to deal with such requests. There have been a limited number of requests to work beyond 65 which have been dealt with in line with the new statutory requirements.

### ***Next Steps***

- The Civil Service has just agreed to introduce no mandatory retirement age for staff (below SCS) in their departments and agencies by March 2010.

<p><b>Central Research Division (CRD)</b></p> <p><b>Relevance</b></p>	<p>The aim of the process is to expand, restructure and redesign all posts in CRD, and for staff in CRD to put themselves forward for deployment in the new research management structure. In order to be successful staff require sufficient information on which to base fair and robust posting decisions taking into account the equality strands.</p> <p>On the evidence available there is no reason to believe that people will be affected differently according to any of the diversity strands.</p>
<p><b>Impact</b></p>	<p>To put in place new leadership and management arrangements to deliver DFID's Research Strategy 2008-11 through:</p> <ul style="list-style-type: none"> <li>• greater capacity and research capability;</li> <li>• integration and uptake of research with Policy Groups;</li> <li>• the establishment of a regional research presence;</li> <li>• greater emphasis on communications to promote uptake and increased profile of DFID Research.</li> </ul>
<p><b>Action</b></p>	<p>The new research function will be in place by 31 March 2009. The efficiency and effectiveness of the new arrangements/structure will be reviewed in July 2009. The review will include analysis of team profile to ensure that there is no adverse impact against diversity strands (race, gender, disability, working patterns).</p>

<p><b>Revised Promotion Process</b></p> <p><b>Relevance</b></p>	<p>The aim of the process is to use all resources as efficiently as we can and increase flexibility of our staff deployment, especially to meet the needs of our offices in fragile states.</p> <p>In order for the promotion system to be successful the quality assurance meetings and the e-recruitment system must enable staff to base fair, transparent and robust decisions embedding equality and diversity. On the evidence available there is no reason to believe that people will be affected differently according to any of the diversity strands.</p>
<p><b>Impact</b></p>	<p>The revised promotion system will:</p> <ul style="list-style-type: none"> <li>• reduce transaction costs;</li> <li>• use resources in a more effective way;</li> <li>• increase flexibility and more likely to meet fragile states posting needs;</li> <li>• move away from an HR led system by increasing accountability for line managers and allowing Directors more discretion;</li> <li>• reward people with the right skills and capabilities.</li> </ul>
<p><b>Action</b></p>	<p>A review to be undertaken in December 2009 to determine the efficiency and effectiveness of the revised promotion process in achieving its aims and outcomes. Statistics will be analysed and reported on as part of the Annual Diversity Report to ensure that there is no adverse impact against diversity strands (age, disability, gender, race and working patterns).</p>