

# Subject: Workforce Report

**Report to: GLA Oversight Committee**

**Report of: Head of Paid Service**

**Date: 25 June 2014**

**This report will be considered in public**

## 1. Summary

1.1 This is the workforce report for the period 1 April 2013 to 31 March 2014.

## 2. Recommendation

2.1 **That the Committee notes the report.**

## 3. Background

- 3.1 This is the ninth workforce report following the creation of the current organisation structure and covers the year ending 31 March 2014 and contrasts with the year ending 31 March 2013. It also covers complaints monitoring and recruitment for this period.
- 3.2 The attached report is presented in a new format designed to be more concise, reader friendly and to present more easily accessible trend data. Background data is available from Human Resources and Organisational Development (HR & OD) on request.
- 3.3 In October 2011 the GLA Payroll and HR system transferred to LFEPA under a shared services delegation agreement. The GLA payroll service is provided directly by LFEPA. The core human resources system is hosted by LFEPA with GLA staff connecting to the system remotely. A separate absence management module is used but due to problems with this system, there are some concerns about the accuracy of the current sickness absence data. All data is drawn from these two systems.
- 3.4 The GLA has procured two new systems, one for recruitment services and one for core HR, absence and learning and development. The recruitment system was implemented in April and the core system is due to go live in late summer. The core system will include employee self service giving employees the ability to amend their personal records, book annual leave and training on-line. It will also enable managers to automate the sickness recording system and complete performance reviews online, as well as providing immediate access to management information for their teams, including establishment details and structure charts.

- 3.5 The GLA conducted a staff survey in 2013/14. This survey was undertaken over a year and half after the transfer in of approximately 150 staff from the LDA and HCA. The survey provides a mechanism for staff to provide feedback on the organisation, managers and leaders and positive results reflect the successful integration of staff from the HCA and LDA into the organisation. The response rate was very high (82%); itself a sign of high staff engagement. This is above average for both the public sector (73%) and private sector (79%).
- 3.6 GLA staff continue to be highly engaged and motivated. They find their work interesting (85%), think the GLA is a friendly and enjoyable place (83%) and are proud to work here (80%). 74% of staff would recommend the GLA as a good place to work. The GLA has improved or remained consistent on nearly all questions since 2011 – with marked improvement in the areas that have been a focus since the last survey; performance management, communication, leadership, career development. 30 questions have seen increases of more than 5 percentage points. The largest increase is “I have the opportunity to contribute my views before changes are made which affect my job” which has gone up by 25% from 36% in 2011 to 63% in 2013.
- 3.7 Directors and the Senior Management Team have led on communicating the results and using them to drive organisational improvement. Action planners from every unit have worked with their teams to develop local action plans. These will be monitored by Executive Directors every six months until the next staff survey. There are four focus areas for corporate action, each of which will be sponsored by an Executive Director. These are around inclusive leadership, wellbeing, reward and recognition and flexible resourcing.

#### **4. Issues for Consideration**

- 4.1 Detailed data for the year ending 31 March 2014 is set out in the attached document (**Appendix 1**). Throughout the report, commentary has been included on the data highlighting the headline issues. The comparative benchmarking data in this report is taken from the Chartered Institute for Personnel and Development and CBI survey reports.

#### **5. Turnover**

- 5.1 The total number of staff for 31 March 2014 was 727 which is broadly unchanged from the 31 March 2013 position. The distribution of staff across the directorates has remained broadly similar with no significant changes.
- 5.2 Total annualised turnover for the GLA for the year ending 31 March 2014 was 15% with voluntary turnover running at 12% which is higher than the figures published for the public sector in the CIPD’s Resourcing and Talent Planning Survey 2013, although a decrease from 18% for the year ending March 2013. This report shows median turnover rates for the public sector as 9.4% with voluntary turnover as 4.2%. Highest median rates for 2013 were in the private sector services at 16.3% with voluntary turnover at 11.8%.
- 5.3 Since January 2009 exit interview data has been collected using an online survey engine ([www.surveymonkey.com](http://www.surveymonkey.com)). Following a resignation, an individual is sent a link to a standard exit interview questionnaire that can be completed online. As part of the questionnaire response staff

are given the option to also have a face to face interview, normally with a member of staff from Human Resources.

- 5.4 There has been a significant increase in the number of questionnaires completed. 61% of invited leavers completed part one of the questionnaire for the period ending 31 March 2014 whereas only 22% completed part one for the period ending 31 March 2013. The data shows that 80% would return to work for the GLA in the future.
- 5.5 The exit data shows that of those declaring their destination after leaving the GLA that 44% took roles in the private sector, 49% in the public sector and 7% in the voluntary sector. It demonstrates that staff in the GLA are acquiring sufficient experience to enable them to secure alternative work including in the private sector. The main reason for leaving was promotion.

## **6 Workforce Composition**

- 6.1 The Equal Life Chances for All Framework aims to ensure the GLA has a workforce representative of London's communities at all levels of the organisation.
- 6.2 The workforce composition in terms of BAME ethnicity has increased slightly from 23% to 24% for the period in question. The overall turnover for BAME staff is broadly proportionate in comparison to the overall GLA profile at 22%. The proportion of BAME staff has remained fairly stable from 2008 to date.
- 6.3 Across the directorates, Resources has the highest number of BAME staff with 41% of the directorate total. The percentage of BAME staff in other directorates ranges from 12% in the Secretariat to 31% in External Affairs. The Secretariat Directorate have continued to work to improve representation across the Directorate including developing internships and encouraging BAME applicants. This has resulted in an increase in the BAME profile from 9% to 12%.
- 6.4 The number of female staff has remained broadly the same at 52% since September 2012. There has been a decrease in proportion of women leaving (turnover) from 57% to 50% for the year ending March 2014.
- 6.5 The percentage of disabled staff has increased slightly from 4% to 6% as at 31 March 2014.
- 6.6 The equalities taskforce continues to drive forward the action plan which was agreed with the corporate management team. The taskforce comprises of representatives from HR, Unison and senior managers from each directorate. The action plan focuses on addressing diversity and inclusion issues and improving representation at every level of the organisation. Some of the current work includes developments to the GLA website, an internship programme, increased recruitment training and spot checks of the recruitment process.

## **7 Salaries**

- 7.1 57% of staff are in the £30,000 – £50,000 salary bracket. The number of staff earning over £60,000 has increased slightly from 12% as at 31 March 2013 to 13% as at 31 March 2014. The number of

staff earning over £100,000 has also remained stable at 3% since 2011. The comparison between lowest and highest is 7.4:1, the highest paid is 3.5 times the average salary. This is considered a reasonable multiplier given the levels of accountability and responsibility. The average salary has remained reasonably stable at £45,976.

- 7.2 The percentage of BAME staff earning above £60,000 has increased from 10% as at 31 March 2013 to 14% as at 31 March 2014. BAME staff represent 25% of staff earning between £30,000 – £40,000, and 25% between £40,000 – £50,000.
- 7.3 The GLA is committed to promoting a workforce profile representative of London's population, at all levels of the organisation. To help BAME staff currently in grades 7-10 with their career development, the GLA is piloting the Coaching Squared programme. Coaching<sup>2</sup> is a cross-organisational development programme where staff are matched with a coaching partner from a different organisation for nine months. In addition, they attend three facilitated workshops (two and half days in total) where they learn about action learning, effective networking techniques, personal impact and communication skills. The programme is due to finish in October 2014 and its impact will then be reviewed.
- 7.4 The salary levels for female and male staff is broadly representative up to £60,000. Females earning £60,000+ has increased from 36% as at 31 March 2013 to 42% as at 31 March 2014.
- 7.5 The GLA Women's Network has been relaunched as Women of London City Hall, and once again provides learning and networking opportunities for GLA female staff at all levels.
- 7.6 The percentage of promotions by ethnicity, gender and disability is in line with the overall GLA profile and in the case of gender and ethnicity exceeds the profile at 27% BAME, 59% female and 5% disabled.
- 7.7 To support staff career development, the GLA provides the Career Pathways programme which consists of a range of workshops on topics such as effective applications, interview skills, networking, personal impact and provides access to 1:1 career guidance and coaching. In May 2014 the Head of Paid Service launched Learning at Work week with a Learning Connections event for all staff, with workshops, stalls, roundtable discussions and a diverse panel of GLA staff sharing their career stories.
- 7.8 The Equalities Taskforce are working in partnership with Timewise, a company that specialises in offering part time opportunities and works with organisations to develop a strategy to aid career progression. Over the next 12 months, we will be hosting 4 quarterly meetings with Timewise to learn, share and develop ideas for how the GLA can take a more inclusive approach to recruitment and career progression for part time staff. The aim is to continue to develop a culture where flexible working is not a bar to career progression.
- 7.9 The Equalities Taskforce have recognised that GLA's leadership has a key role to play in mainstreaming a culture of fairness and inclusion. The taskforce have procured from PWC a video on the subject 'unconscious bias'. This will be cascaded through Assistant Directors and Heads of Service to the organisation to discuss issues of unconscious bias and inclusive leadership.

## **8 Sickness Absence**

- 8.1 The findings in this report are based on sickness data for the year ending 31 March 2014. The GLA moved to a new absence management system in 2012 following the HR system shared service agreement with LFEPA. There have been a number of problems extracting the data from the absence management system and therefore, concerns remain about the accuracy of the current sickness absence data. Comparative data is taken from the CIPD: Absence Management Survey 2013.
- 8.2 Annualised figures show an average absence of 3.39 days per employee for the year ending 31 March 2014 (target 6 days per employee). The GLA average is significantly lower than published benchmark figures from the CIPD Absence Management Survey 2013 which report Central and Local Government who have reported 8.7 and 9.0 days respectively and has remained lower than the Private Sector average reported as 7.2 days.
- 8.3 HR & OD have continued to support line managers in the application of the Sickness Absence policy which helps to ensure absence is reported by managers and encourages proactive intervention resulting in managers engaging with staff much earlier than before, leading to an improving picture of sickness absence.

## **9 Recruitment**

- 9.1 221 vacancies were recruited to in the period ending March 2014. Vacancies are advertised internally first and from that process 112 (51%) appointments were made from the existing workforce.

### Female Applicants

- 9.2 During the reporting period, females made up 52% of the applicant pool for posts advertised externally and 54% of posts advertised internally. The number of females appointed from the external adverts dropped slightly in the reporting period to 47%, but remains proportionate to the number of applicants for this group. The number of females appointed from the internal adverts was 50%.

### BAME Applicants

- 9.3 The number of BAME applicants applying for external vacancies has risen by 8% since the last reporting period to 30%. However, the number of applicants moving through to shortlist stage has not increased proportionately; 18% of shortlisted applicants being from BAME groups. The number of BAME applicants appointed is proportionate to the number interviewed and is consistent with previous reporting periods.
- 9.4 The Equalities Taskforce continues to carry out spot checks of shortlists for external recruitment campaigns across the GLA to review consistency of approach at shortlisting and interview stage. Going forward, the taskforce will provide more detailed application and interview feedback to candidates from targeted groups.

- 9.5 Internal applications from BAME groups has increased slightly to 29% in this reporting period and the number of appointments made from this group is proportionately higher at 31%. This is a significantly more positive picture than in previous years and reflects the work that the taskforce and HR&OD unit have been doing on career development and equalities.

#### Disabled Applicants

- 9.6 The number of applicants from disabled groups for internal and external adverts is consistent with the last two reporting periods (6% internal, 5% external). The number of applicants shortlisted from this group remains proportionate across internal and external adverts and is likely due to the Guaranteed Interview Scheme and HR&OD unit's intervention in this process. For the reporting period, the number of internal appointments remains proportionate to the number of applications received (4%). For the external adverts, the number of appointments from disabled groups has risen to 10%.
- 9.7 On 28 April 2014, the HR&OD unit launched an online Applicant Tracking System (ATS) to improve the applicants experience, provide a central point for recruiting panel members to review applications and store shortlist and appointment decisions. The ATS further offers benefits to managers, HR&OD and the GLA by providing improved access to recruitment performance data, including monitoring information and analysis of publications used to advertise vacancies and time taken to recruit.
- 9.8 An audit of the jobs page on London.gov has been completed to compare the GLA's web presence with that of other key employers within the London area. The results of the audit will be reviewed over the coming months and an action plan drawn up and implemented, where further improvement opportunities are identified. Over the course of the reporting period the HR&OD unit have continued to review the use of different advertising media to ensure that appropriate and diverse pools of applicants see job opportunities with the GLA; internship opportunities have been advertised through the London University Careers site, the Guardian Diversity ad network has been used to target BAME and Disabled groups and Timewise jobsite used to reach applicants interested in part-time opportunities.
- 9.9 A paid internship scheme was piloted initially within the Secretariat Directorate in June 2013. In the period 2013/14 the GLA has advertised and appointed to upwards of 10 paid internship placements across administration, marketing and research roles. Internships are for periods of 3-6 months and are paid at London's Living Wage. The internship placement is designed to equip the individual with valuable work experience for their CV and to start their career. 30% of employees on the internship programme have gone on to secure a further job opportunity within the GLA following the completion of the internship.

## **10. Organisational Development and Engagement**

- 10.1 Following the review of the GLA apprenticeship programme in summer 2013, HR&OD have implemented a range of recommendations to further increase the apprentices' employability prospects. From the last year's cohort of apprentices who finished their placement in January 2014 all secured employment post apprenticeship. Twelve former (2012 and 2013) apprentices are currently still employed at the GLA in fixed term or permanent roles, including new higher

apprenticeships. 14 new apprentices have commenced their placement in January 2014. The HR&OD team are currently scoping a new traineeship programme aimed at creating a pre-apprenticeship opportunity for young people not yet ready for a GLA apprenticeship

- 10.2 A healthier and happier workforce is linked to better productivity and higher levels of staff engagement, impacting positively on business performance. The GLA is committed to supporting staff health and wellbeing and empowering employees to care for their own health. The Wellbeing Network, made up of staff representatives from across the GLA, has been supporting this objective by coordinating a range of health initiatives run by and for staff. Most recently they have coordinated the GLA 8-week Wellbeing Challenge to encourage staff to make personal pledges to improve their wellbeing. The Challenge has involved a wide range of activity, including mindfulness podcasts, nutrition talks, exercise classes, and taster sessions for tai chi, yoga and Nordic walking. The staff survey showed that 72% of staff believe the organisation is committed to employee wellbeing a 10% increase in on 2011.
- 10.3 The Wellbeing Network went through a rigorous accreditation process against the Mayor's three step Healthy Workplace Chartermark charter in March 2014. The London Healthy Workplace Charter provides a framework to support employers develop good practice by promoting health in their organisation in a practical way. The GLA has been awarded Achievement status and will now work towards Excellence. The assessor said "The GLA has a well developed and embedded health and wellbeing programme based on a thought-through strategy to meet staff health needs. In many areas their evidence suggests that they are at Excellence level".

## **11. Grievances/ Disciplinary**

- 11.1 During the period 01/4/13 to 31/03/2014 there were two disciplinaries which resulted in one final warning and one dismissal and six grievances, two of which were upheld.

## **12. Complaints Monitoring**

- 12.1 Complaints received from 1 April 2013 to 31 March 2014.
- 12.2 For the period 1 April 2013 to 31 March 2014 a total of 40 complaints were received.
- 12.3 Of the 40 complaints received by the GLA;
- 27 were responded to within the GLA's standard (20 working days).
  - 6 complaints were marked for no further action (NFA) within the deadline.
  - 5 cases were either responded to or NFA'd beyond the deadline
  - 2 cases were handled outside of the correspondence management system therefore it is unknown whether these cases were responded to within 20 working days.

The percentage of requests known to be handled within deadline was therefore 83% of all complaints received. This is below our 90% target.

12.4 Of the 40 complaints, 22 were not upheld and 9 were upheld and 7 were NFA'd as they were referred to another Authority or not responded to. An outcome to a further 2 complaints could not be established because a record of the response was not uploaded to the correspondence management system. 34 were stage one complaints, 6 complaints were dealt with at stage two. Examples of these complaints are:

- Correspondence not being responded to correctly or responded to beyond 20 working day deadline.
- Technical issues with London.gov.uk
- Fire Station Closures
- Inappropriate behaviour of support staff at City Hall event
- Cycling related Campaigns
- Restricted access to City Hall via Scoop entrance
- RideLondon road closures

### Summary of 2013/14 performance to 31 March 2014

12.5 **Table 1 below shows performance against the standard for 2012/13 and 2013/14**

2012/13		2013/14	
Target	Actual Performance	Target	Actual Performance
90%	<b>81%</b>	90%	<b>83%</b>

12.6 Overall during the 2012/13, a total of 21 complaints were received, 81% of complaints were responded to within the standard (20 working days) which did not meet the GLA's local target of 90%. The number of requests received for 2013/14 has almost doubled however our performance of responding to cases within 20 working days has increased to 83%.

12.7 Table two below shows the number of complaints received by each Directorate during 2013/14.

**Table 2: Complaints received by directorate**

Directorate	2013/14				
	Q1	Q2	Q3	Q4	Total
Mayor's Office	4	0	1	0	5
Corporate Management Team	0	4	2	1	7
Resources	0	1	1	1	3
External Affairs	2	5	3	0	10
Communities & Intelligence	2	0	0	2	4
Development, Enterprise & Environment	2	4	2	1	9
Housing & Land	0	1	1	0	2
<b>Total received</b>	<b>10</b>	<b>15</b>	<b>10</b>	<b>5</b>	<b>40</b>



### **13. Improving Performance**

- 13.1 The GLA will continue to monitor its performance on complaint handling in 2014/15 as part of its performance management framework and in order to improve performance on response times, the indicator will continued to be monitored internally on a monthly rather than quarterly basis to ensure interventions are put in place in a timely manner.
- 13.2 Correspondence, including complaints, information is presented to Corporate Management Team Meetings on a quarterly basis. Where performance has not reached the local standard (90%) improvement measures are discussed and senior managers are responsible for ensuring the measures for improvement are introduced.
- 13.3 The Public Liaison Unit has allocated individual officers to directorates to assist with improving performance. This has proved to have had a positive impact on our performance.
- 13.4 The Authority will again aim to reach 90% in 2014/15 and maintain the high level which had last been previously achieved in 2011/12.

### **14. Financial Implications**

- 14.1 There are no financial implications for the GLA arising from this report.

### **15. Legal Implications**

- 15.1 Under S.67(2) of the Greater London Authority Act 1999, as amended, (the "Act"), the Head of Paid Service, after consultation with the Assembly and Mayor, and having regard to the resources available, and the priorities of the Authority, may appoint such staff as he considers necessary for the proper discharge of the Authority's functions. He also may under S.70 (2) settle their terms and conditions of employment including terms as to remuneration, after consultation with the Mayor and the Assembly, as he thinks fit.
- 15.2 Receipt of workforce information by BMAC will help inform and supplement any consultation with the Assembly and the Mayor by the Head of Paid Service on staff appointments and terms and conditions.
- 15.3 Staff appointments may be made to permanent or fixed term contracts as required by the Authority and may be filled by secondment or recruitment. Section 7 of the Local Government and Housing Act 1989 (LGHA) requires that all recruitment be on the basis of "merit". The Authority has in place procedures to determine the application of "merit".
- 15.4 Under S.67 (1) of the Act the Mayor may appoint not more than twelve members of staff, two political advisors and ten others. Under S.70 (1) he may also fix the terms and conditions of employment of his appointees including terms as to remuneration as he sees fit. As soon as is practicable after the appointments are made, he must advise the Assembly in writing of the name of the person appointed and the terms and conditions which have been agreed.

- 15.5 Under Section 404 of the Act, the Authority whether acting by the Mayor or the Assembly is required in exercising its functions to have regard to the need to promote equality of opportunity for all persons irrespective of their race, sex, disability, age, sexual orientation or religion, to eliminate unlawful discrimination and to promote good relations between people of different racial groups, religious beliefs and sexual orientation.
- 15.6 It is unlawful to discriminate on the above grounds against persons applying for jobs, determining who should be offered jobs and the terms upon which the offer is made and by refusing or deliberately omitting to offer employment. The GLA also has a statutory duty under the Equality Act 2010 to promote race equality, equality between men and women and disability equality.
- 15.7 Workforce monitoring as described in this report is a matter of good practice but will also enable the GLA to comply with the law as a result of the introduction of the Race, Employment and Equal Treatment EU directives which deal with combating discrimination based on sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation and the general legislative framework of combating discrimination.

---

**List of appendices to this report:**

Appendix 1 - Workforce Report – An annual digest of employment data and statistics – period 01/04/13 to 31/03/14.

Appendix 2 - Posts created and deleted under “Delegation of Authority” – period 01/04/13 to 31/03/14.

**Local Government (Access to Information) Act 1985**

List of Background Papers: None

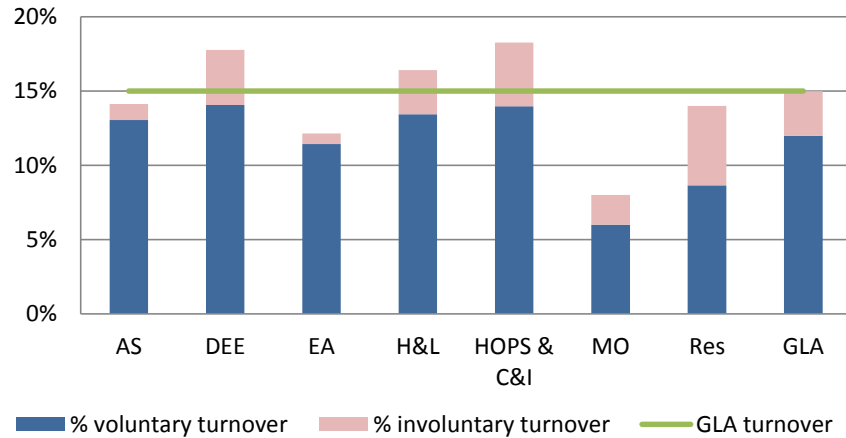
Contact Officer:	Juliette Carter, Assistant Director Human Resources and Organisational Development
Telephone:	0207 983 4194
Email:	<a href="mailto:juliette.carter@london.gov.uk">juliette.carter@london.gov.uk</a>

# **GLA Workforce Report**

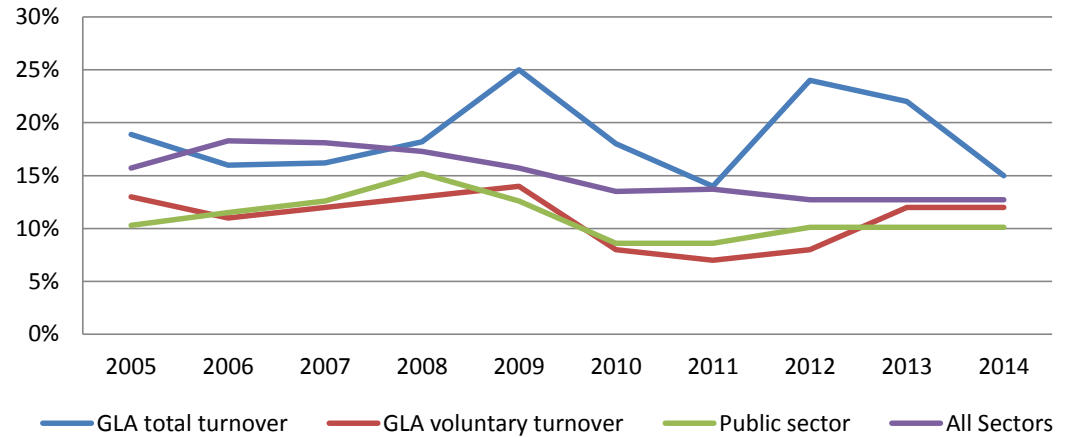
**An annual digest of employment data and statistics**

# Turnover - overview

## Turnover by Directorate



## Turnover benchmarking



## Reasons for leaving

Reason	Number	%
Dismissed	2	2%
End of Contract	16	15%
Redundancy	25	23%
Resignation	60	56%
Retirement	2	2%
Ill Health Retirement	2	2%
<b>Total</b>	<b>107</b>	

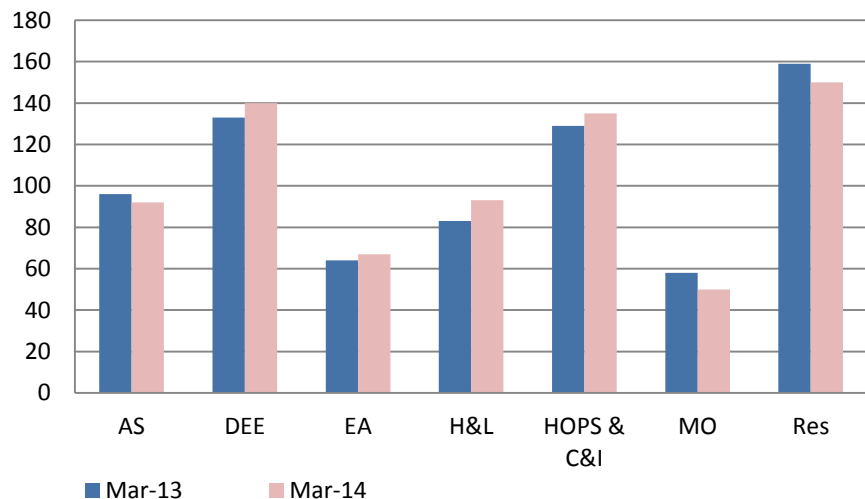
## Comments

Note: Key for Directorates: AS-Assembly Secretariat, DEE-Development, Environment & Enterprise, H&L-Housing & Land, HOPS & C&I-Head of Paid Service and Communities & Intelligence, MO-Mayor's Office, Res-Resources.

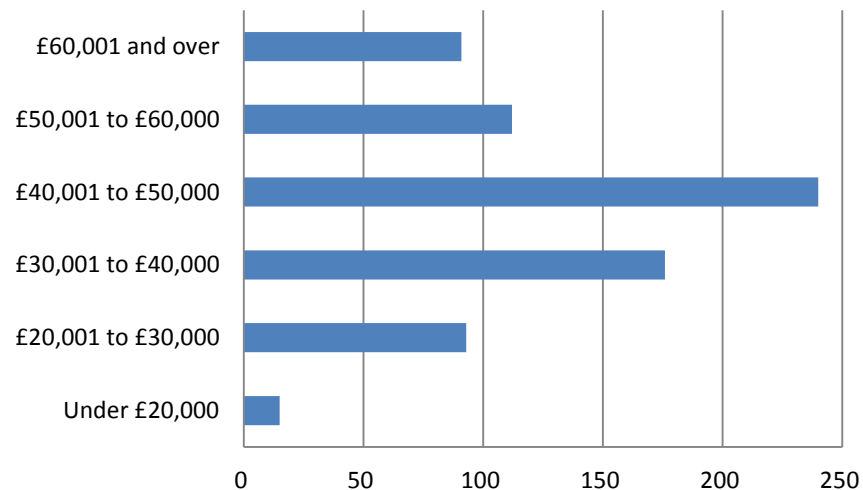
Annual turnover has decreased for the year ending 31 March 2014 from 22% to 15%.

# Staffing profile

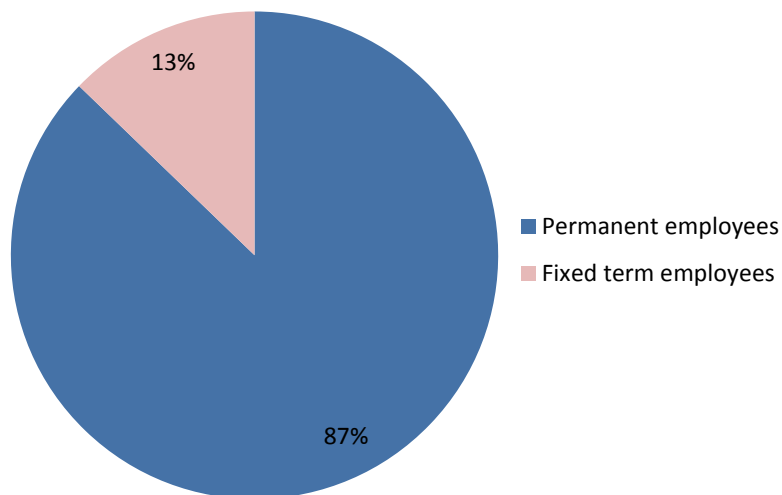
## Staffing profile by directorate



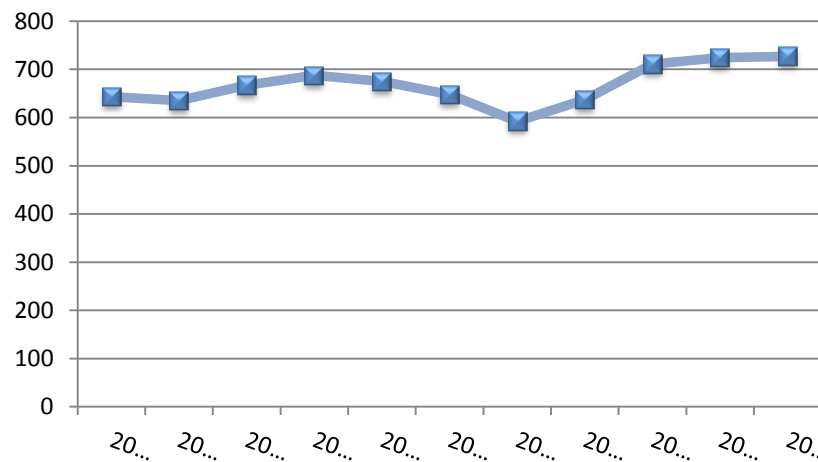
## Number of staff by salary band



## Staffing profile by contract type

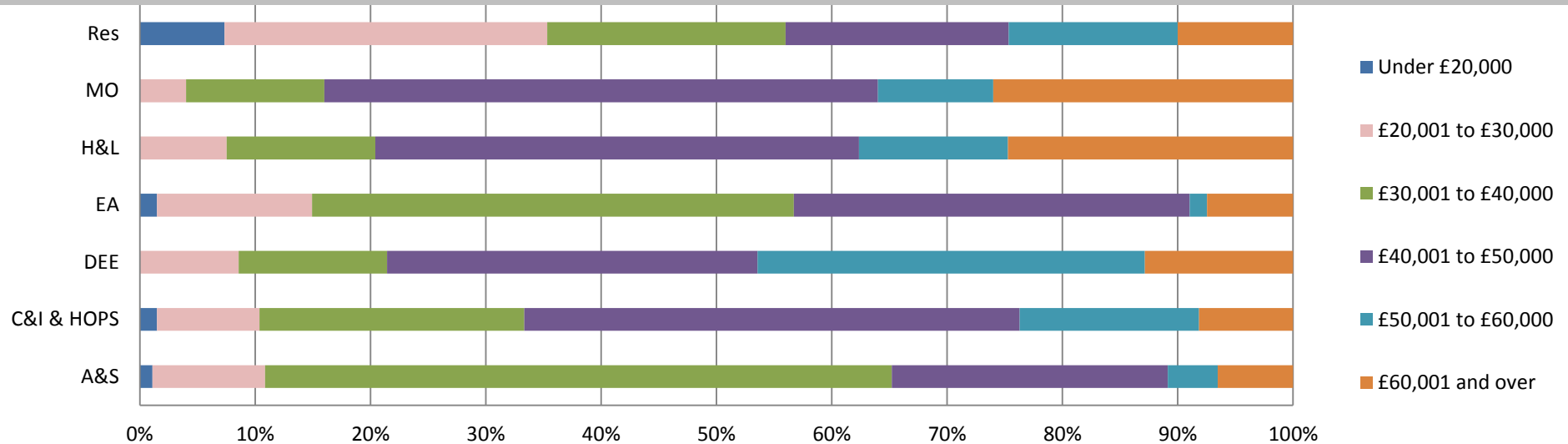


## GLA staff 2004 to 2014

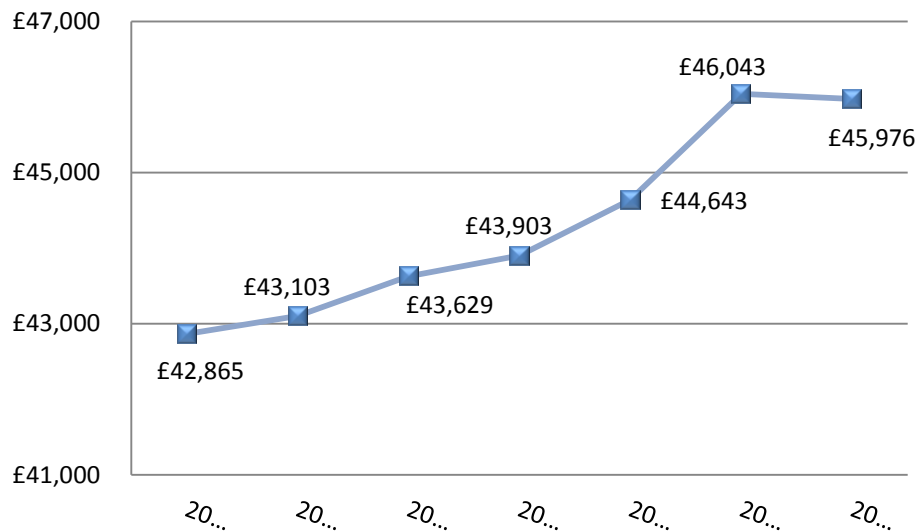


# Salary profile

## Salary breakdown by Directorate



## Average salary since 2008

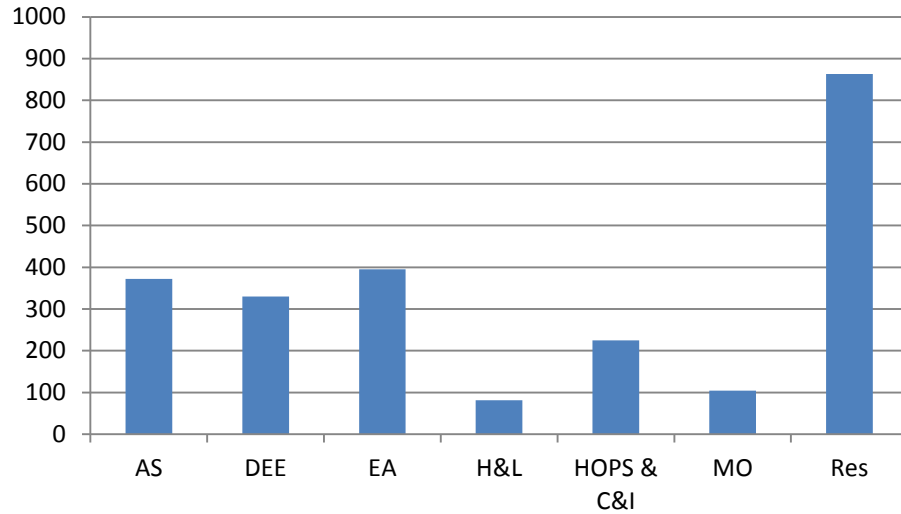


## Comments

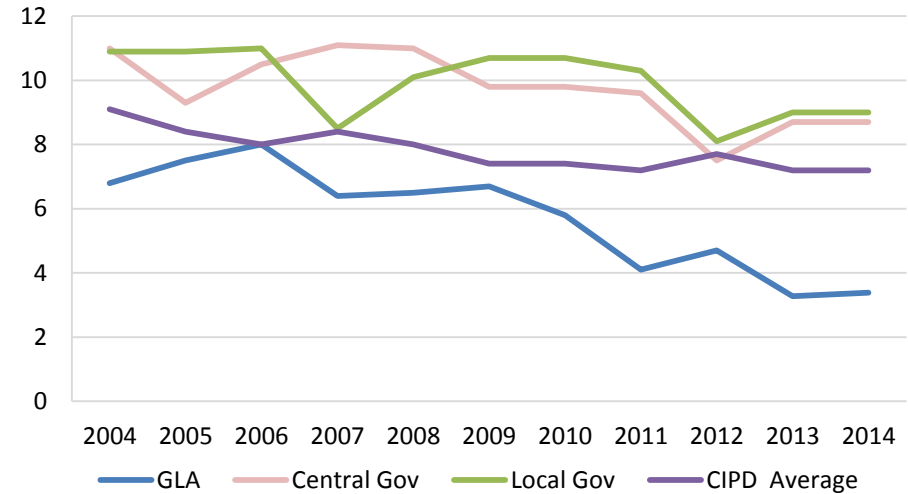
The majority of employees at the GLA earn between £30,000 and £50,000. Some of the movement between salary bands can be contributed to by annual increments and the 2014/15 pay award. The average salary was £45,976 as at 31 March 2014.

# Sickness

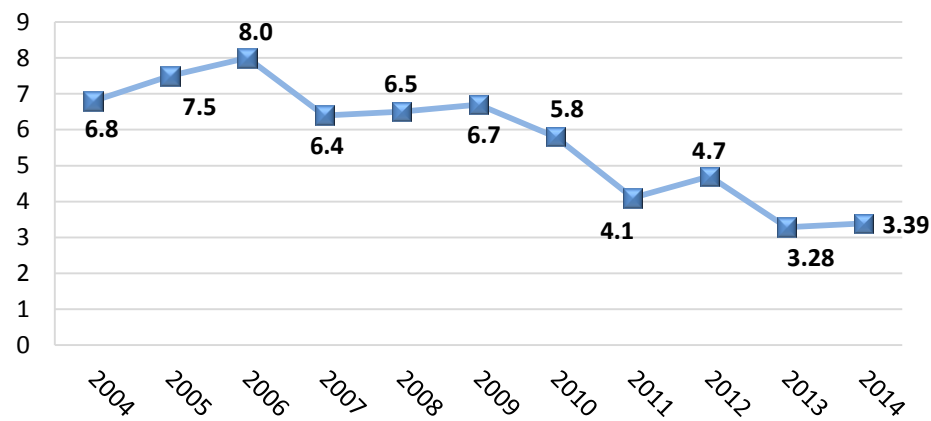
Total days taken by Directorate for year ending March 2014



Sick days lost per head



Average days taken 2004 to 2014

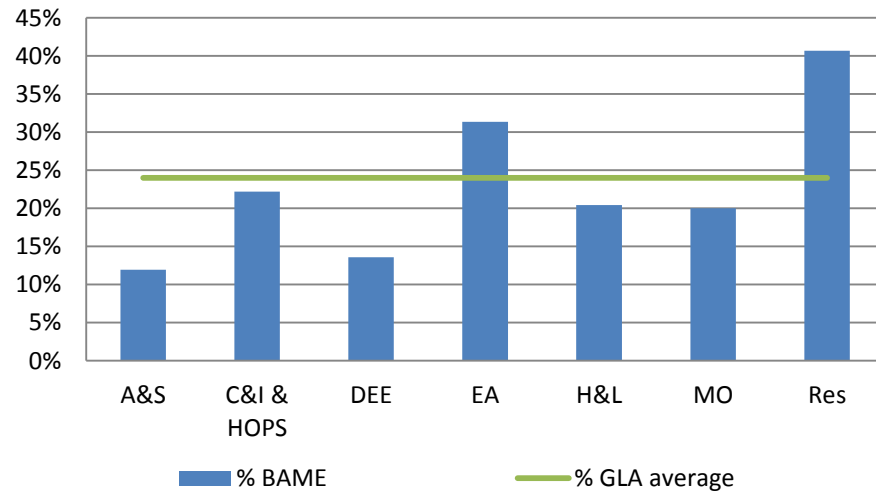


## Comments

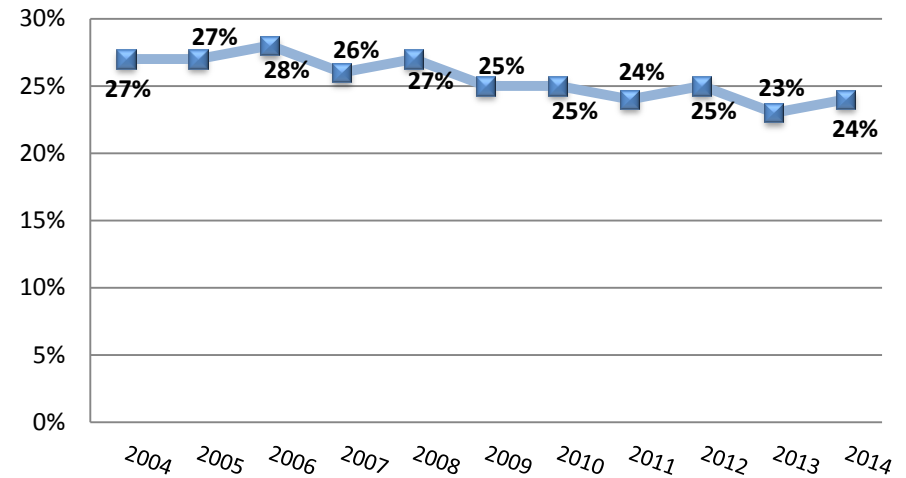
The number of average days taken due to sickness for the year ending 31 March 2014 was 3.39 this continues to be lower than published benchmark figures from the Chartered Institute of Personnel and Development (Absence Management Survey 2013) for Central Government, Local Government and Private Sector who have reported 8.7, 9.0 and 7.2 average days per employee. The analysis is based on data collected from 618 organisations employing over 2 million employees.

# BAME workforce analysis

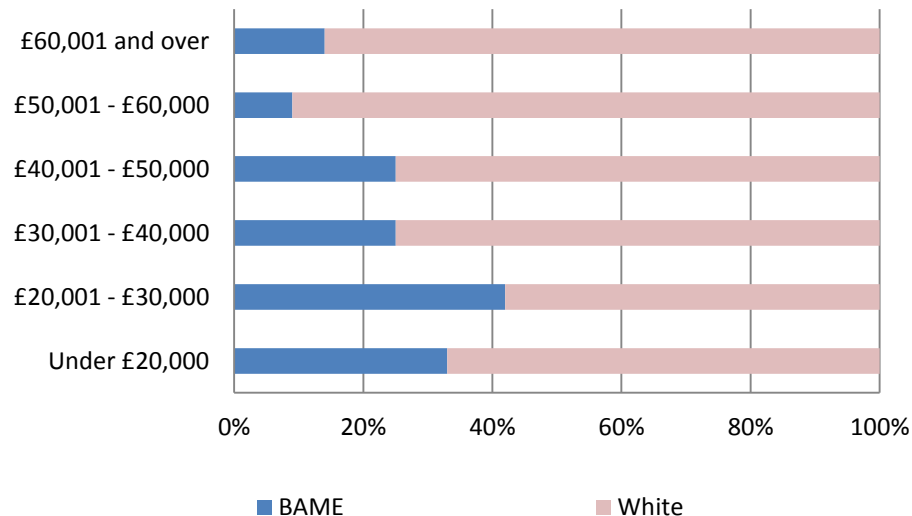
## BAME staff by directorate



## BAME employees 2004 to 2014



## BAME staff by salary



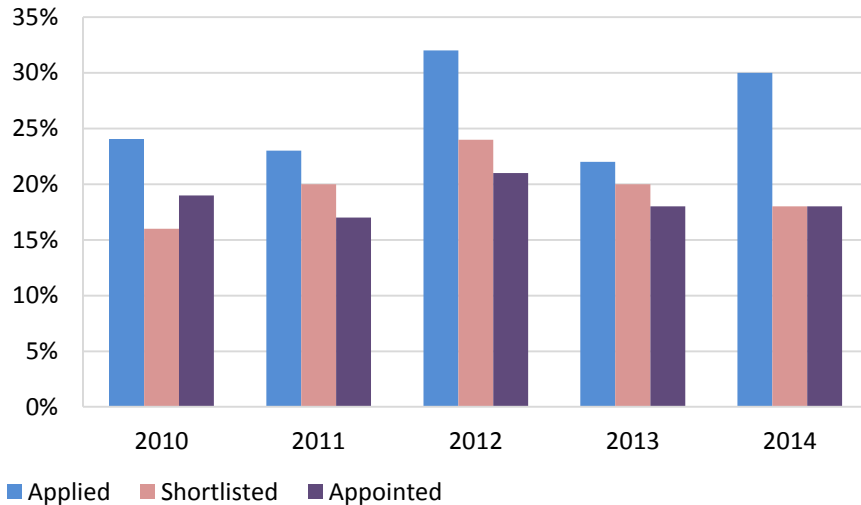
## Comments

The BAME profile at the GLA has remained fairly stable between 23% and 27% since 2004. The number of BAME employees earning £60,000+ has increased from 10% as at 31 March 2013 to 14% as at 31 March 2014. The Equalities Taskforce continue to drive forward measures to improve representation at all levels of the organisation, including an internship programme in the Assembly Secretariat Directorate, who have since seen an increase in their BAME profile of 3%.

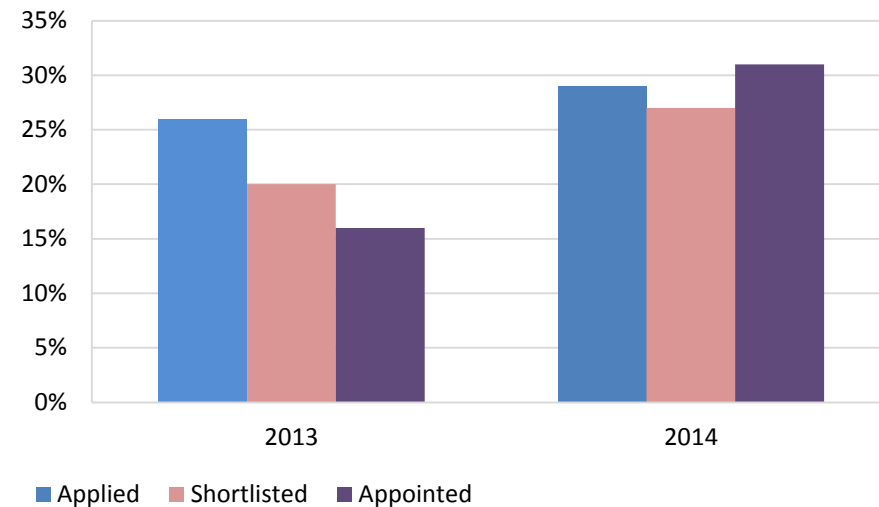


# Recruitment & retention - BAME staff

## External applications, shortlisting & recruitment



## Internal applications, shortlisting & recruitment



## Promotions & allowances

Ethnicity	GLA profile at 30/03/2014	Promotions in year	Difference from profile
BAME	23%	27%	+/- 4%
White	77%	73%	

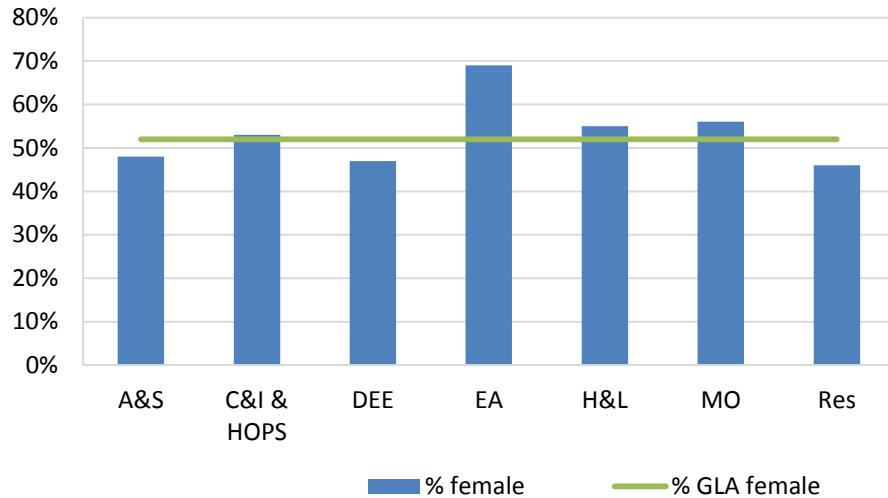
Ethnicity	GLA profile at 31/03/2014	Allowances in year	Difference from profile
BAME	23%	17%	+/- 7%
White	77%	83%	

## Comments

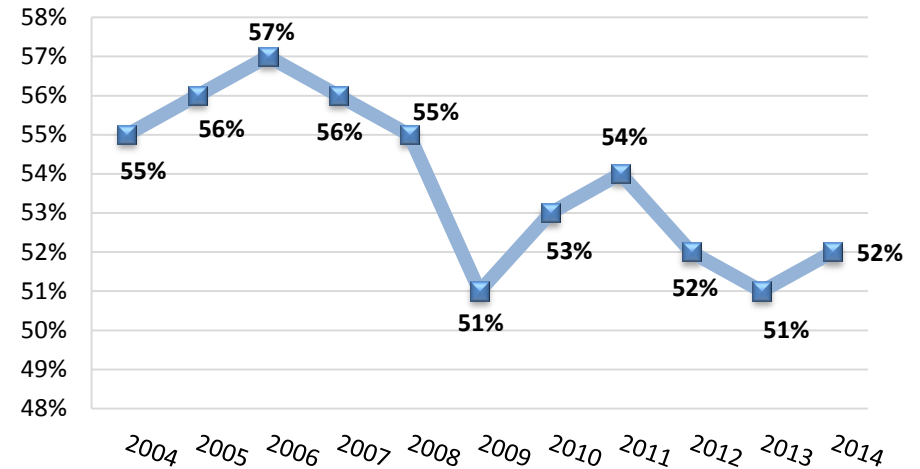
The number of external applications received from BAME Groups has increased from 22% in 2013 to 30% in 2014. However there still remains a drop-off from shortlist to interview stages for applicants from this group. The number of external appointments from BAME groups has remained proportionate to the number of applicants interviewed and is 18% for 2014. The 2014 reporting period has seen a significant increase in the number of internal BAME applicants applying for (29%), being shortlisted (27%) and appointed (31%). This is a significantly more positive picture than in previous years.

# Gender workforce analysis

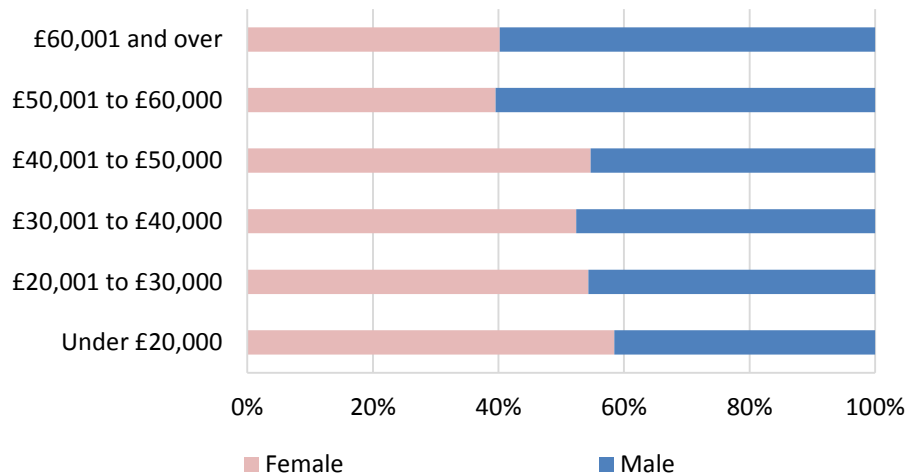
## Female staff by directorate



## Female employees 2004 to 2014



## Salary by gender

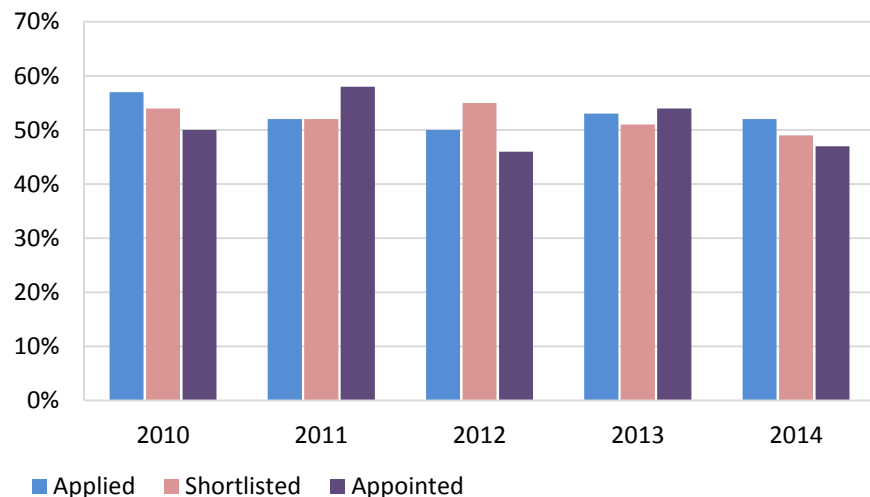


## Comments

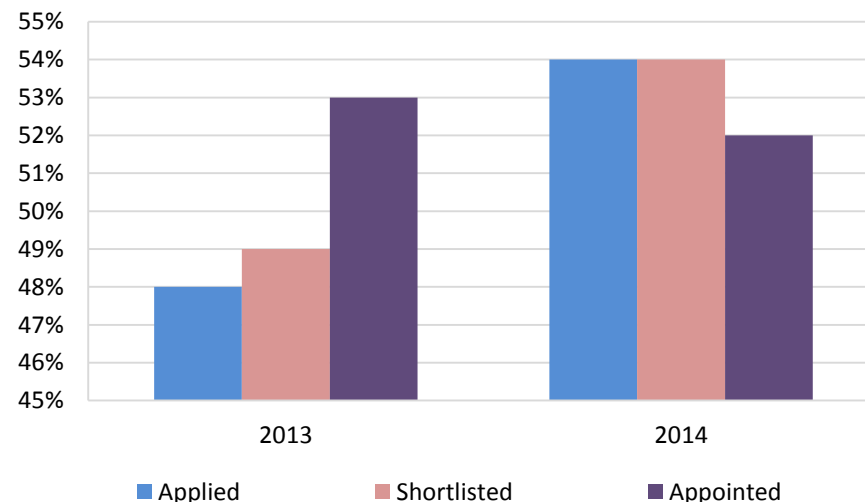
The gender profile at the GLA has remained stable since 2004 from 51% to 57% and is currently 52%. The number of female employees earning £60,000 + has increased from 36% as at 31 March 2013 to 42% as at 31 March 2014.

# Recruitment & retention - female staff

## External applications, shortlisting & recruitment



## Internal applications, shortlisting & recruitment



## Promotions & allowances

Gender	GLA profile at 30/03/2014	Promotions in year	Difference from profile
Male	49%	41%	+/- 8%
Female	51%	59%	

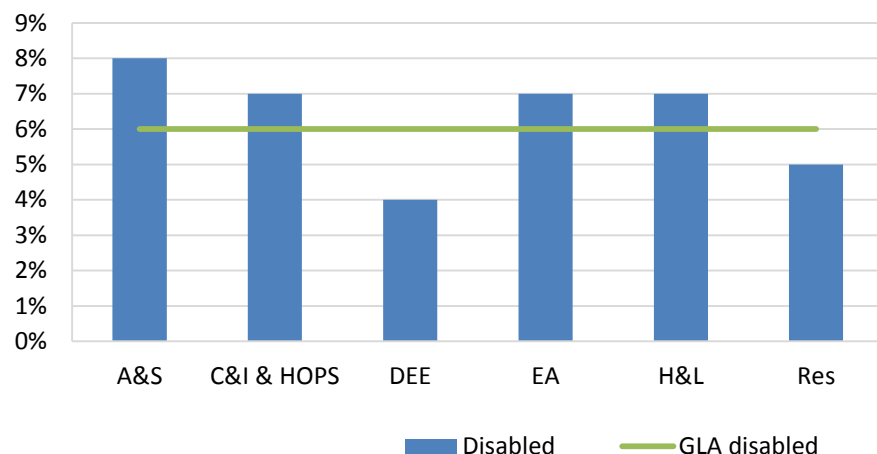
Gender	GLA profile at 30/03/2014	Allowances in year	Difference from profile
Male	49%	52%	+/- 3%
Female	51%	48%	

## Comments

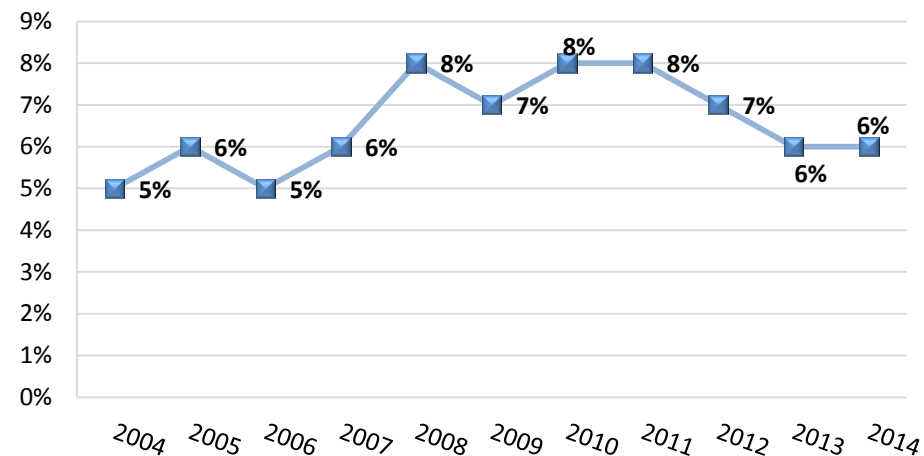
The number of external applications received from female staff has decreased by 1% from previous reporting period, shortlisting decreasing by 2% and 7% decrease in appointments, although is 1% higher than 2012 period. The number of female internal applicants shows a more positive picture with increase of 6% at application stage and 5% at shortlisting. There was a slight decrease from 53% to 52% in appointments. The 2014 reporting period has seen increases in number of internal female applicants applying for (54%) and being shortlisted (54%) which provides a positive picture. The most significant decrease is the external female appointments (47%)

# Disability analysis

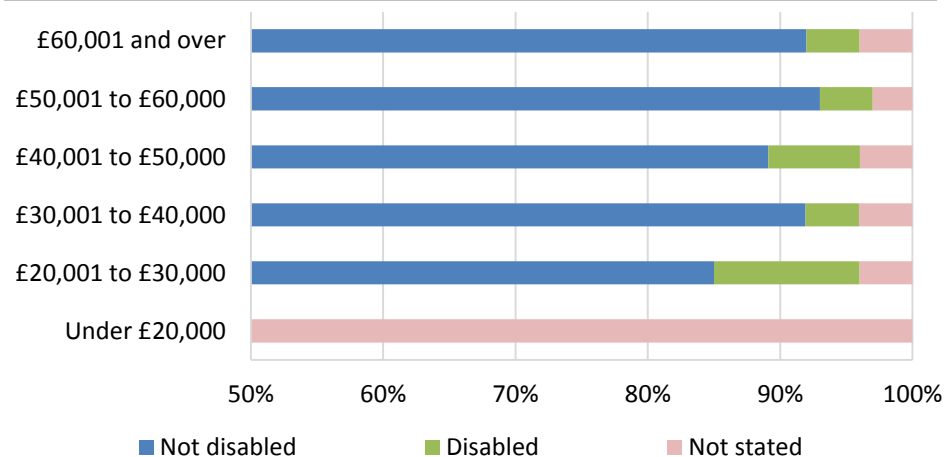
## Disabled staff by directorate



## Disabled employees 2004 to 2014



## Disabled staff salary breakdown

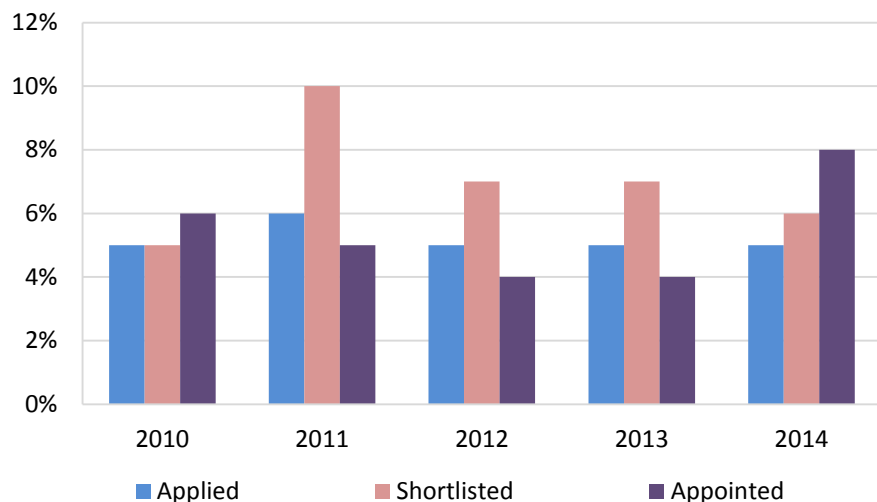


## Comments

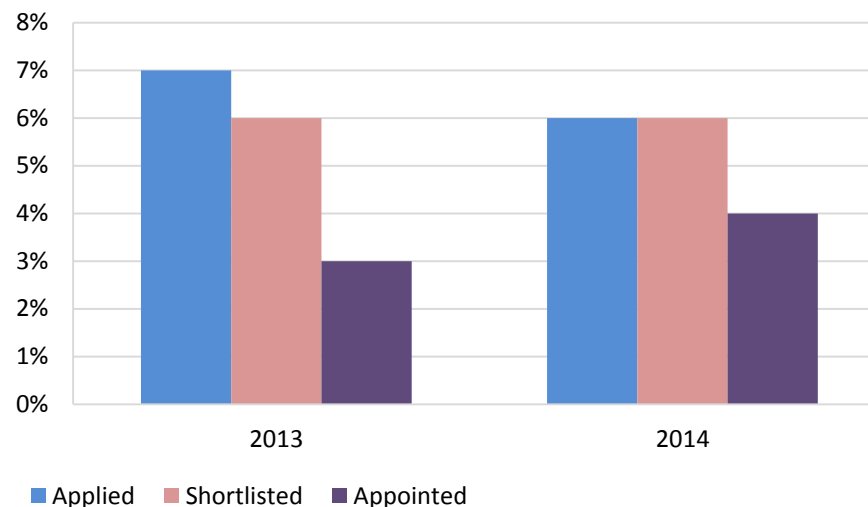
The disability profile of the GLA has remained at around 6% since 2004. Once fully implemented the new HR system will provide employee self service and the ability for employees to update their personal details directly on their record. It is hoped that this will result in greater self declaration. There are currently no self declared disabled employees in the Mayor's Office Directorate and no self declared disabled employees earning £20,000 or less.

# Recruitment & retention - disabled staff

## External applications, shortlisting & recruitment



## Internal applications, shortlisting & recruitment



## Promotions & allowances

Disability	GLA profile at 30/03/2014	Promotions in year	Difference from profile
Disabled	6%	5%	↑ -1%
Not disabled	89%	93%	↑ 4%
Not stated	5%	2%	↓ -3%

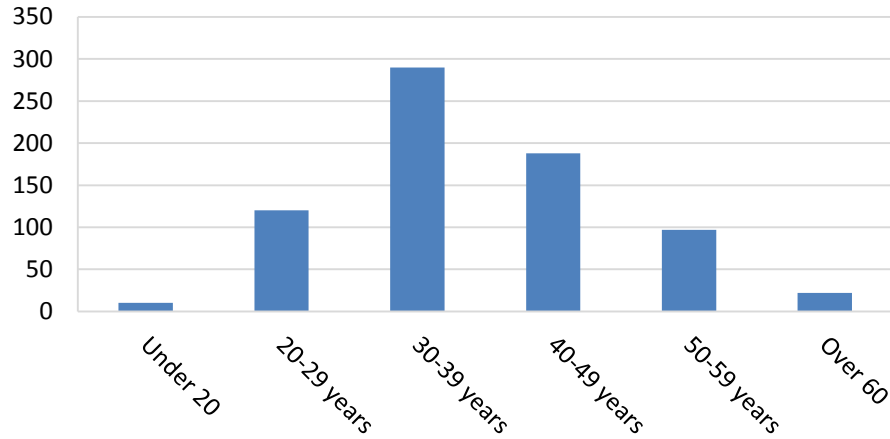
Disability	GLA profile at 30/03/2014	Allowances in year	Difference from profile
Disabled	6%	2%	↑ -4%
Not disabled	89%	5%	↓ -84%
Not stated	5%	5%	↑ 0%

## Comments

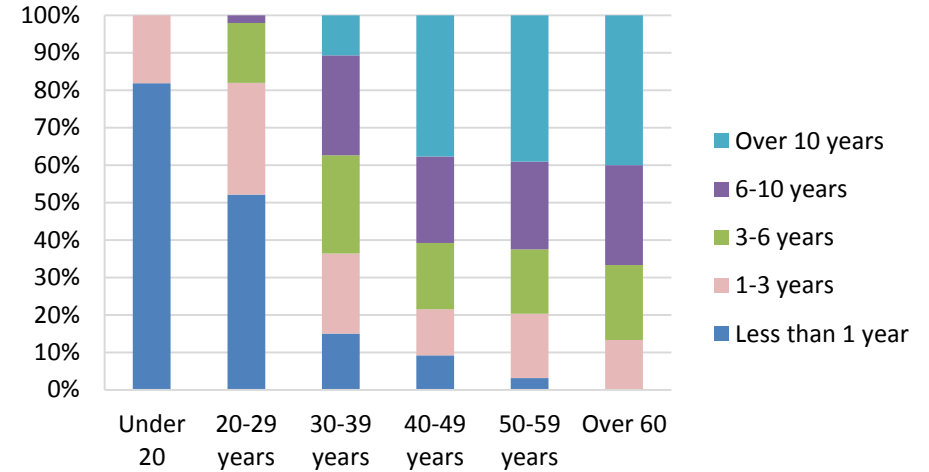
The number of external applications received from disabled applicants has remained the same, with a 1% decrease being shortlisted but a significant increase from 4% to 8% to the number of staff appointed. The number of internal applications has decreased by 1% and remained the same (6%) as the last reporting period for number of applicants being shortlisted but an increase in the number of staff appointed from 3% to 4%.

# Age analysis

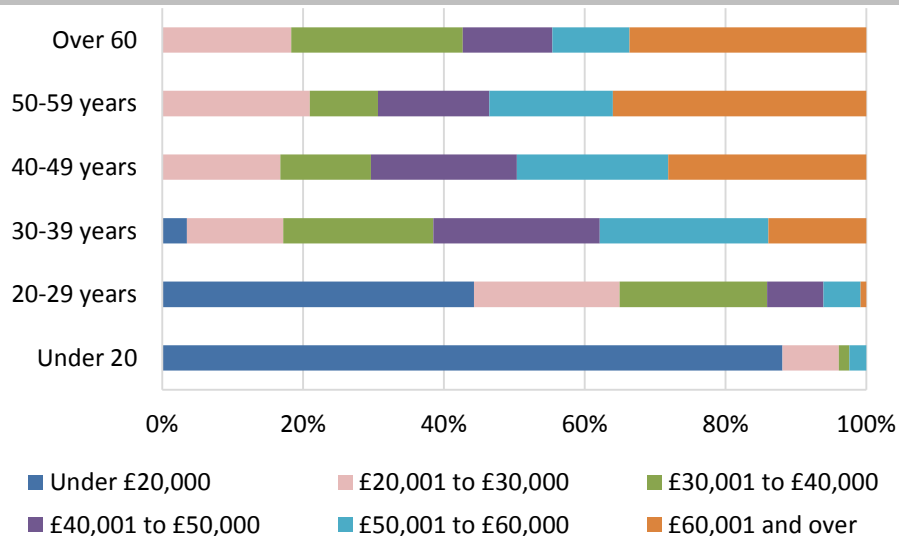
## Staff breakdown by age



## Staff length of service by age band



## Salary breakdown by age

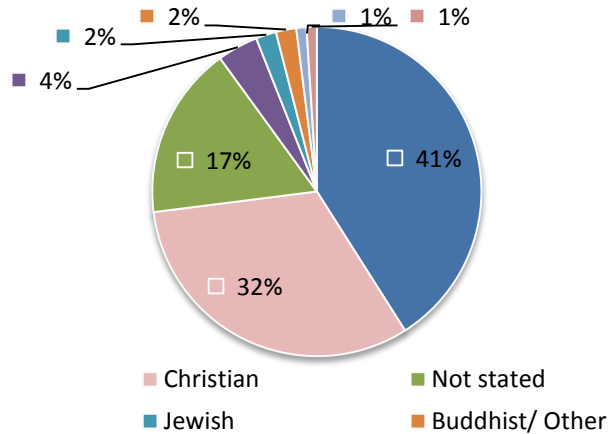


## Comments

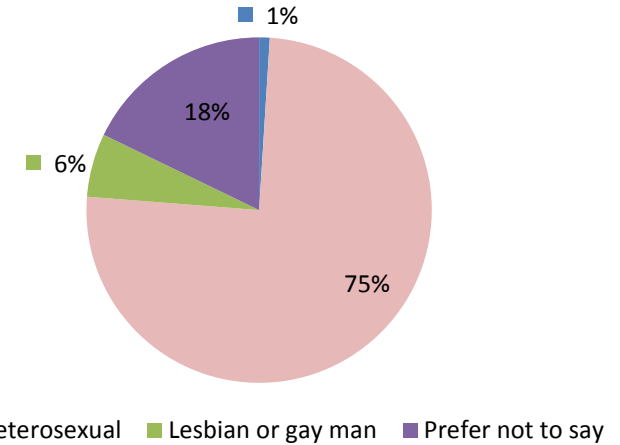
The greatest number of employees are within the 30-39 age band. The average increased slightly from 36 years as at 31 March 2013 to 39 years as at 31 March 2014.

# Faith, Sexuality and Length of Service analysis

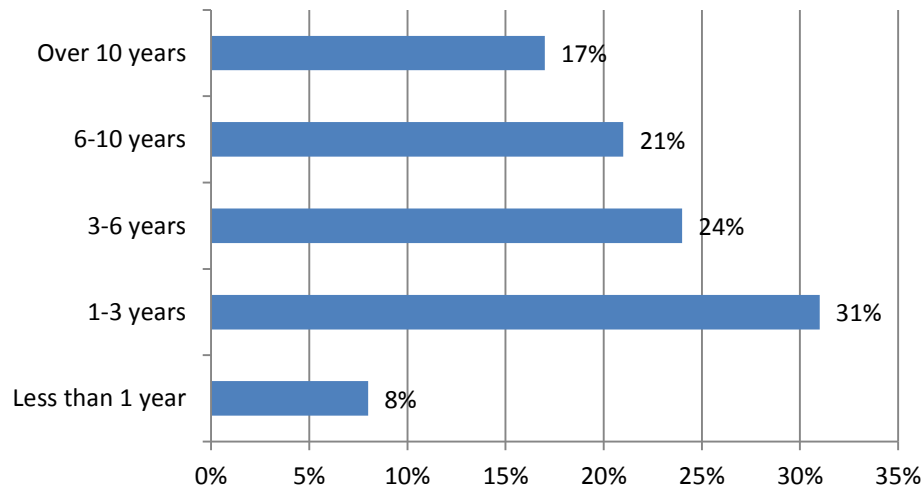
## Staff breakdown by faith



## Staff breakdown by sexuality



## Length of Service



## Comments

**Posts created and deleted\* (consultation under delegated authority)**

<b>Created</b>					
<b>Directorate</b>	<b>Unit</b>	<b>HOPS Number</b>	<b>Post Title</b>	<b>Grade</b>	<b>Date created</b>
Mayor's Office	Government Relations & EU Office	0148	Head of Government & EU Relations	12	04/12/2013
Mayor's Office	Government Relations & EU Office	0148	Principal Officer	9	04/12/2013
Development, Enterprise Environment	Economic & Business Policy	0146	Senior Policy Officer	8	04/12/2013
Development, Enterprise Environment	Economic & Business Policy	0146	Principal Policy Officer	10	04/12/2013



<b>Deleted</b>					
<b>Directorate</b>	<b>Unit</b>	<b>HOPS Number</b>	<b>Post Title</b>	<b>Grade</b>	<b>Date deleted</b>
Mayor's Office	Government Relations & EU Office	0148	Assistant Director of Government Relations	14	04/12/2013
Mayor's Office	Government Relations & EU Office	0148	Manager Government Relations	11	04/12/2013
Mayor's Office	Government Relations & EU Office	0148	Senior Officer Government Relations	8	04/12/2013
Mayor's Office	Government Relations & EU Office	0148	Administration & Information Officer	6	04/12/2013
Development, Enterprise Environment	Economic & Business Policy	0146	Principal Policy Officer Finance & Business Services	10	04/12/2013
Development, Enterprise Environment	Economic & Business Policy	0146	Senior Policy Officer	8	04/12/2013

**\*Consultation on these posts took place with Group Leaders and the chair of Oversight Committee**