

# Subject: Workforce Report

**Report to: GLA Oversight Committee**

**Report of: Head of Paid Service**

**Date: 25/06/2015**

**This report will be considered in public**

## 1. Summary

1.1 This is the workforce report for the period 1 April 2014 to 31 March 2015.

## 2. Recommendation

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

## 3. Background

3.1 This is the eleventh workforce report following the creation of the current organisation structure and covers the year ending 31 March 2015 and contrasts with the year ending 31 March 2014. It also covers complaints monitoring and recruitment for this period.

3.2 The attached appendix is presented in a concise, reader friendly format, with additional information included as requested by the Committee. Background data is available from HR & OD on request.

3.3 The Greater London Authority (GLA) payroll service is provided directly by LFEPA. The core human resources (HR) system is provided by Midland HR Systems.

3.4 Following the procurement of the Midland HR System in 2014, Human Resources and Organisational Development have implemented both Employee Self Service and People Manager providing employee access to their personal details with the ability to amend them, ability to book annual leave and learning on line and complete performance reviews.

## 4. Issues for Consideration

4.1 Detailed data for the year ending 31 March 2015 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 Xpert HR reports.

## 5. Turnover

- 5.1 Total annualised turnover for the GLA for the year ending 31 March 2015 was 11% with voluntary turnover running at 7% which is higher than the figures published for the public sector in the CIPD's Resourcing and Talent Planning Survey 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 Of leavers for the period, 75% completed part one of the questionnaire which is a significant increase in the number of staff completing the exit questionnaire. The data shows that 88% of those completing part one of the questionnaire would return to work for the GLA in the future.
- 5.4 The exit data shows that, of those declaring their destination after leaving the GLA, 32% took roles in the private sector, 35% in the public sector and 21% in the voluntary sector. The main reason given for leaving the GLA was promotion.

## 6 Workforce Composition

- 6.1 Total staff numbers has increased from 727 as at 31 March 2014 to 787 as at 31 March 2015. The distribution of staff across the directorates has remained broadly similar with no significant changes. The increase in staffing numbers reflects a number of additional short term positions, including more apprentices and staff to support the set up of new mayoral development corporation.
- 6.2 Equal Life Chances for All Framework aims for a workforce at the GLA which is representative of London's communities at all levels of the organisation.
- 6.3 The workforce composition in terms of Black, Asian and Minority Ethnic (BAME) ethnicity has remained at 24% for the period in question. The overall turnover for BAME staff is broadly proportionate in comparison to the overall GLA profile at 20%. The proportion of BAME staff has remained fairly stable from 2008 to date.
- 6.4 Across the directorates, Resources has the highest number of BAME staff with 38% of the directorate total. The percentage of BAME staff in other directorates ranges from 11% in the Secretariat to 31% in External Affairs.
- 6.4 The number of female staff has remained relatively stable at 52%.
- 6.5 The percentage of disabled staff has remained at 5%.
- 6.6 As at 31 March 2015, 8% of the total workforce were part time. Of these, 76% were female and 20% were BAME. The part time employees are evenly spread across all directorates. 52% earn between £40,001 and £50,000 pro rata.
- 6.7 In the year ending 31 March 2015, 19 commenced maternity leave. There were 20 employees due to return from maternity leave during the reporting period of which two did not return.

## 7 Equalities Taskforce Initiatives

- 7.1 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 in the organisation.
- 7.2 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 piloted Coaching Squared programme. The Coaching Squared programme is based on the concept of cross-organisational co-coaching partnerships supported by three facilitated workshops over a nine-month period. Participants meet regularly to coach each other on their goals and aspirations. Seven BAME staff members from the GLA completed the pilot programme running between January-September 2014.
- 7.3 Coaching Squared carried out an evaluation of the programme. All participants said they would recommend the programme, 83% felt they had increased self-awareness 70% increased confidence and 70% gained new ideas on better ways of working as a result of taking part in the programme.

On an anecdotal level, from evidence collected by the GLA HR & OD team benefits experienced by GLA participants have included:

- help in focusing on goals and encouragement in working towards them;
  - working through problems;
  - help managing difficult work relationships;
  - space to talk in a non-judgmental environment and with supportive feedback;
  - improved self-confidence;
  - effective networking; and
  - being able to identify goals and ambitions.
- 7.4 The follow on evaluation of GLA participants only six months after the programme completion had more mixed results. Of the five respondents only one person felt they were more able to progress their career as a result. And only two people would recommend the programme to colleagues. The long term impact is also mixed. Since undertaking the programme, one participant has left the GLA, one is on an internal secondment, three are in the same job as they were when they started the programme and one has been awarded an honorarium for taking on additional responsibilities.
- 7.5 The Equalities Taskforce have agreed to investigate other opportunities for cross organisational coaching support for BAME staff.
- 7.6 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.

- 7.7 The GLA is currently running an Inclusive Leadership programme where managers discuss issues of inclusion prompted by video-based scenarios which exemplify non-inclusive behaviours. The programme has already been rolled out to all senior managers through:
- small group workshop discussions chaired by members of the Equalities Taskforce taking place between July-September 2014 (attended by Heads, ADs and Directors); and
  - Senior Management Team-wide discussion on 14 October 2014.
- 7.8 Individual directorates are now cascading the Inclusive Leadership programme to all managers. Feedback so far has been very positive. The videos have been a useful tool to stimulate discussion and there is broad consensus that the GLA is a very open and inclusive place to work. There have also been good suggestions about how the GLA could improve further such as raising awareness of equalities considerations through blogs and lunchtime presentations by appropriate role models.

## **8 Salaries**

- 8.1 58% of staff are in the £30,000 – £50,000 salary bracket. The number of staff earning over £60,000 has remained at 13%, staff earning over £100,000 has also remained stable at 3%. The comparison between lowest and highest is 7.4:1, the highest paid is 3.7 times the average salary. The average salary has remained reasonably stable at £45,978.
- 8.2 The percentage of BAME staff earning above £60,000 has increased remained stable at 15% since March 2014. BAME staff represent 26% of staff earning between £30,000 –£40,000, and 26% between £40,000 -£50,000.
- 8.3 The salary levels for female and male staff are broadly representative up to £60,000. Females earning £60,000+ has remained stable at 40%.
- 8.4 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 and 56% female respectively.
- 8.5 The City Hall Women’s Network meets regularly and is currently planning a programme of activity for 2015 to offer learning and networking opportunities for GLA female staff at al. There is a well developed programme of events for 2015, supported by the HR and OD team.
- 8.6 To support staff career development, the GLA continues its Career Pathways programme which consists of a range of workshops on topics such as effective applications, interview skills, networking, personal impact and access to 1:1 career guidance and coaching
- 8.7 To support staff career development, the GLA continues its Career Pathways programme which consists of a range of workshops on topics such as effective applications, interview skills, networking, personal impact and access to 1:1 career guidance and coaching. In May 2015 we held the annual Learning and Work fair showcasing the Learning and Career development offer available at the GLA. The fair was supported by a wide range of training and development providers and was well attended by staff.

- 8.8 Parents of children born or placed for adoption on or after 5 April 2015 are entitled to Shared Parental Leave (SPL). SPL is designed to give parents more flexibility in how to share the care of their child in the first year following birth or adoption; parents are able to share 50 weeks leave (with up to 37 weeks of statutory shared parental leave pay) between them. They may choose to take the time together or separately.
- 8.9 The HR&OD unit have launched a trial SPL policy that entitles GLA employees to enhanced shared parental leave pay in line with the GLA maternity pay. In June 2016, the HR&OD unit will conduct a review of the policy which will include data on employee take up, associated costs and any further guidance or changes to the legislation.

## **9 Sickness Absence**

- 9.1 The findings in this report are based on sickness data for the year ending 31 March 2015. The HR team are using the Midland HR System to record sickness absence and output all management information. The roll out of the recording of sickness absence through People Manager is due for July 2015, this will enable managers to record all sickness absence for their teams and will give them, access to real time management information. As the Midland HR System enables accurate management reporting details of absence data broken down by equality groups is included in appendix 1 as requested by the Committee.
- 9.2 Annualised figures show an average absence of 3.16 days per employee for the year ending 31 March 2015. The GLA average is significantly lower than published benchmark figures from the CIPD Absence Management Survey 2014 which report Central and Local Government who have reported 7.4 and 8.2 days respectively and has remained lower than the Private Sector average reported as 5.5 days.
- 9.3 HR & OD continues 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.

## **10 Recruitment**

- 10.1 The current reporting period (April 2014 – March 2015) has been a busy period of recruitment with a total of 238 vacancies recruited to. Vacancies are advertised internally first and from that process 98 (41%) of appointments were made from the existing workforce. On 28 April 2014, the HR&OD unit launched the online Applicant Tracking System (EngageATS) and all vacancies from this date were advertised and managed using the online recruitment system.

### BAME

- 10.2 The number of BAME applicants applying for external vacancies has increased by 3% to 33%, the number of applicants moving through to shortlist stage increased by 2% to 25% and appointments has increased by 1% up to 24%. In the same reporting period, internal BAME applications is 33%, the number of shortlisted and appointments both decreased by 4% (25% and 18% respectively). The internal recruitment figures have decreased but remain higher than 2013 reporting period figures.

### Female

- 10.3 Females made up 54% of the applicant pool for posts advertised externally and 53% of posts advertised internally which is consistent with previous reporting periods. There has been an increase in the number of females interviewed externally (54%) and small decrease of females interviewed internally (53%). The number of external appointments increased by 1% to 59% and decreased by 7% to 60% for internal appointments.

### Disability

- 10.4 The number of applicants from disabled groups for external (5%) and internal (4%) adverts has remained the same as previous reporting. The number of applicants moving through to the shortlist stage has increased by 1% to 5% for both external and internal adverts. The number of external appointments has remained at 4% whereas there has been a decrease of 1% for internal appointments (1%).

### Sexual Orientation

- 10.5 The workforce report includes recruitment and retention figures in relation to sexual orientation, and this data is reviewed in the context of existing employee workforce data. In the current reporting period 8% of staff that have made a response declared their sexual orientation as lesbian, gay, bisexual, and transgender (LGBT).
- 10.6 The number of external LGBT applicants is 7% and remains at the same figure through to the shortlist stage and external appointments. The number of internal LGBT applicants is 7% and increases to 8% for shortlisting stage with internal LGBT appointments at 5%.

### Faith

- 10.7 The current number of employees with Christian faith is 34%; this is the largest faith group – apart from those declaring no faith (42%). For external and internal recruitment, the highest number of applications, shortlisted and appointments are Christian. The number remains consistent through the different stages and is proportionate to the current number of existing employees. With regards to external appointments, 46% declared 'no faith' and for internal appointments, 46% declared 'no faith'. These figures are in line with the current workforce figures.

### Age

- 10.8 Of current employees the highest number fall in age band 30-39 years (39%), followed by age band 40-49 years (25%). The highest number of external applications fall in the 20-29 years (43%) age band. Statistically, applicants are very likely to be shortlisted in the 30-39 age band (37% being the highest number shortlisted), followed by the 20-29 (35%) age band. The highest number of external appointments are in the 20 – 29 age band (34%). The highest number of internal applicants are in the 30-39 (44%) age band and remains proportionate at shortlisting (45%) and appointment (42%) stage.
- 10.9 Over the course of the reporting period the HR&OD unit has continued to review the use of different advertising media using the information captured via the Applicant Tracking System (EngageATS) to understand where applicants see job opportunities with the GLA.
- 10.10 The HR&OD unit have improved the existing shortlisting review process with a comprehensive template being devised for managers to conduct reviews. The template contains information on the process and includes data analysis showing where the vacancy was advertised and how each advert

source performed in relation to attracting a diverse applicant pool (BAME, Disability and Gender). This has been well received by managers and Equalities Task Force.

## **11. Organisational Development and Engagement**

11.1 The key programmes and tools include:

- Cornerstone Module - to explain the management development programmes on offer and provide tools to help managers plan their development.
- Management and Leadership Diagnostic Tool – to enable managers to assess their skills against the GLA management and leadership standards and behaviours to inform their development choices
- Management Essentials – a range of workshops and courses focusing on specific skills areas, for example, recruitment and selection, performance management, delegation, team development and coaching.
- Institute of Management (ILM) accredited qualifications programmes
  - ILM Level 3 Into Management – for first line managers
  - ILM Level 5 Into Middle Management – for middle managers
  - We are in the process of designing an Into Leadership Programme for senior managers

11.2 Since October 2014, a total of 112 managers have attended Management Essentials courses to date. During the same period, 35 managers have been studying for ILM levels 3 and 5. The take up from women and BAME managers is good. More female managers have accessed the offer than male managers and the take up from BAME managers is at a higher percentage level than their percentage in the GLA manager population.

11.3 Recruitment for the second cohort of the GLA traineeship scheme is underway. We expect to host around 5 trainees from August to October. The trainees undertake 2 weeks intense training programme, followed by 10-week work experience placement at the GLA (3-4 days/week).

11.4 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.

11.5 The Wellbeing Network went through a rigorous accreditation process against the Mayor's three step Healthy Workplace Chartermark charter and were awarded the Excellence level in October 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 verifiers praised the GLA for having "achieved excellent outcomes" on workplace health "with clear enthusiasm from staff".

## **12. Grievances/ Disciplinary**

12.1 During the period 01/04/14 to 31/03/2015 there were three disciplinary cases and three grievances. Equalities data for disciplinary and grievance cases has been withheld to preserve the anonymity of the individuals.

## **13. Complaints Monitoring**

13.1 Complaints received from 1 October 2014 to 31 March 2015.

13.2 For the period 1 October 2014 to 31 March 2015 a total of 34 complaints were received.

13.3 Of the 34 complaints received by the GLA;

- 31 were responded to within the GLA’s standard (20 working days).
- 1 complaint was marked for no further action (NFA) within the deadline as no address was provided.

The percentage of requests known to be handled within deadline was therefore 91% of all complaints received. This is above our 90% target.

13.4 Of the 34 complaints, 21 were not upheld and 12 were upheld and 1 was NFA’d as there was no address given. 30 were stage one complaints, 2 complaints were at stage two and 1 complaint was at stage three. Some common themes were complaints relating to:

- Correspondence about pollution levels
- Chasing correspondence
- Complaints against member(s) of staff
- Parliament Square
- NYE ticket sales
- Staffing at MQT

Summary of 2014/15 performance to 31 March 2015

13.5 **Table 1 below shows performance against the standard for the two 2014/15 monitoring periods**

2014/15 (Q1 & Q2)		2014/15 (Q3 & Q4)	
Target	Actual Performance	Target	Actual Performance
90%	<b>88%</b>	90%	<b>91%</b>

13.6 A total of 51 complaints were received during 2014/15, of these, 46 complaints (90%) were responded to within the standard 20 working day deadline (GLA’s local target of 90%). For Q3 and Q4 there has been a marked improvement in responding to complaints on time, bringing our annual performance to 90%, meeting our performance target.

13.7 Table two below shows the number of complaints received by each Directorate during 2014/15.

**Table 2: Complaints received by directorate**

Directorate	2014/2015				Total
	Q1	Q2	Q3	Q4	
Mayor’s Office	0	0	0	0	0
Corporate Management Team	1	2	1	2	6
Resources	1	0	5	3	9



External Affairs	0	9	11	7	27
Communities & Intelligence	1	0	1	1	3
Development, Enterprise & Environment	0	1	2	0	3
Housing & Land	1	1	0	0	2
<b>Total received</b>	<b>4</b>	<b>13</b>	<b>25</b>	<b>13</b>	<b>55</b>

## 14. Improving performance

- 14.1 The GLA will continue to monitor complaint handling performance in 2015/16 as part of its performance management framework. In order to improve performance further, the indicator will continue to be monitored internally on a monthly rather than quarterly basis to ensure interventions are put in place in a timely manner.
- 14.2 Correspondence and complaints performance 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 those measures are introduced.
- 14.3 The Public Liaison Unit has allocated individual officers to each directorate to assist with improving performance. This has proved to have had a positive impact on our performance.
- 14.4 The Authority will continue to improve upon complaint handling performance through 2015/16 in order to maintain our performance in achieving the 90% target for responding to complaints within 20 working days.

## 15. Financial Implications

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

## 16. Legal Implications

- 16.1 The Committee has the power to do what is recommended in this report.

### List of appendices to this report:

Workforce Report – An annual digest of employment data and statistics – period 01/04/14 to 31/03/2016.

Local Government (Access to Information) Act 1985

List of Background Papers: None

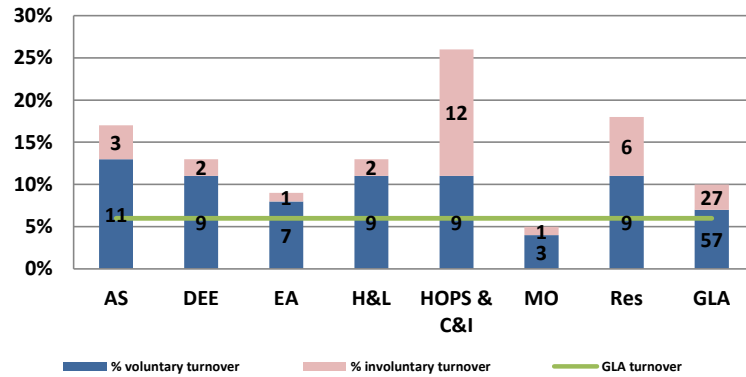
Contact Officer: Juliette Carter, Assistant Director Human Resources and Organisational Development  
 Telephone: 0207 983 4194  
 Email: [juliette.carter@london.gov.uk](mailto:juliette.carter@london.gov.uk)

# **GLA Workforce Report**

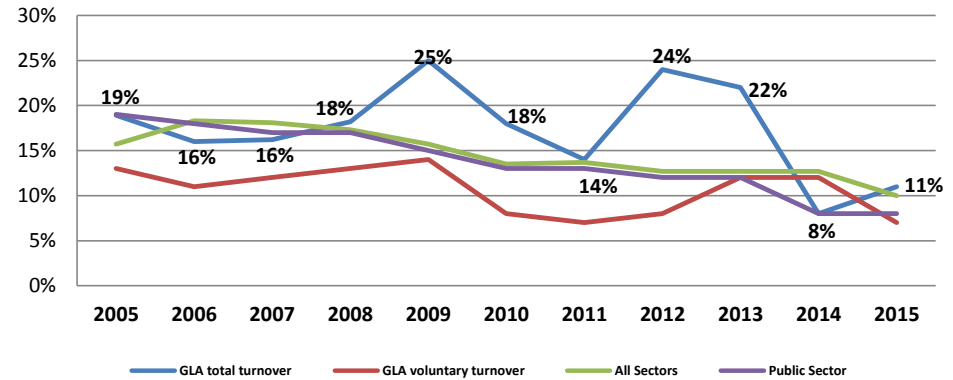
**An annual digest of employment data and statistics for year ending 31  
March 2015**

# Turnover - overview

## Turnover by Directorate



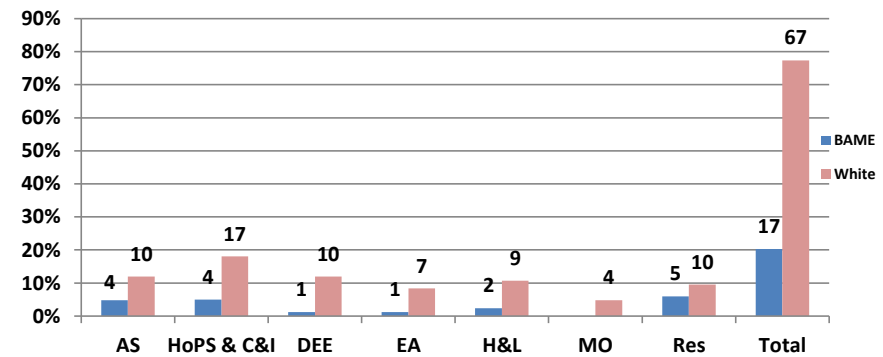
## Turnover benchmarking



## Reasons for leaving

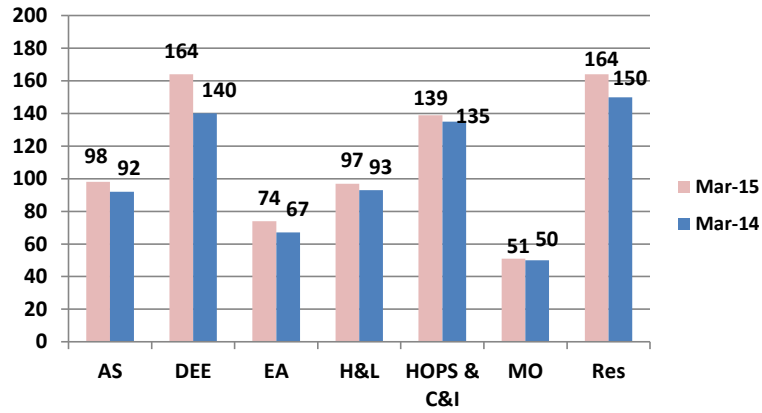
Reason	Number	%
Dismissed	2	2%
End of Contract	14	17%
Redundancy	8	10%
Resignation	57	68%
TUPE Transfer	3	4%
<b>Total</b>	<b>84</b>	<b>100%</b>

## Leavers by Directorate and ethnicity

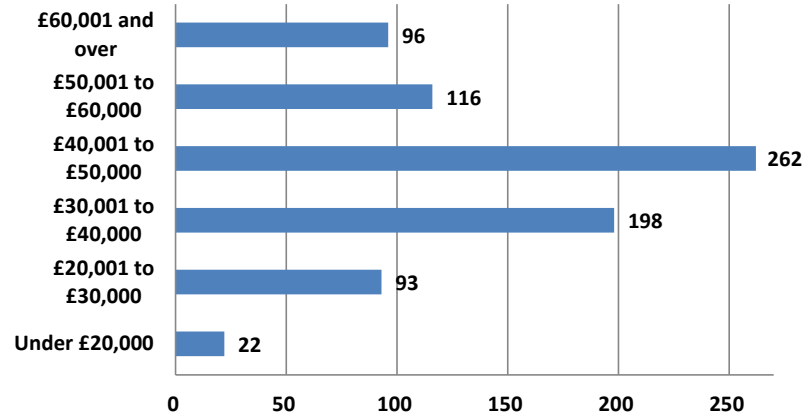


# Staffing profile

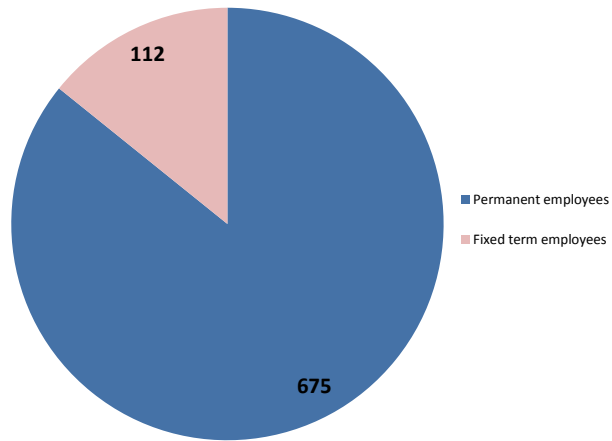
Staffing profile by directorate 2014 and 2015



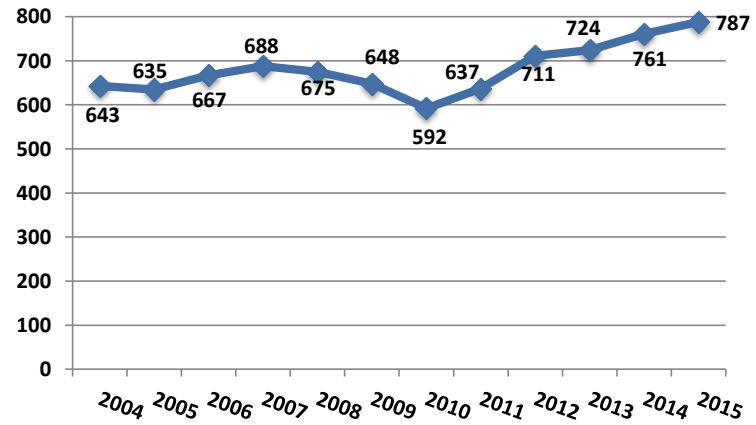
Number of staff by salary band



Staffing profile by contract type

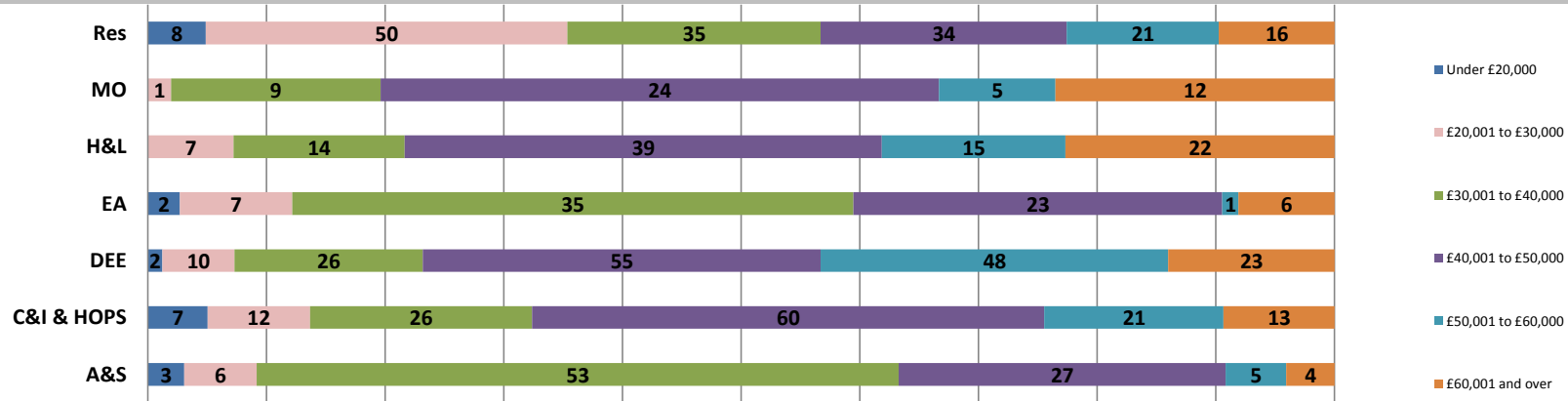


GLA staff 2004 to 2015

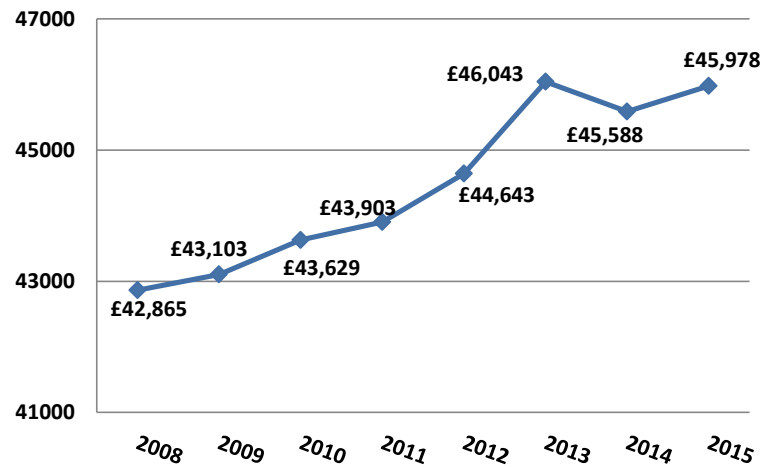


# Salary profile

## Salary breakdown by Directorate



## Average salary since 2008

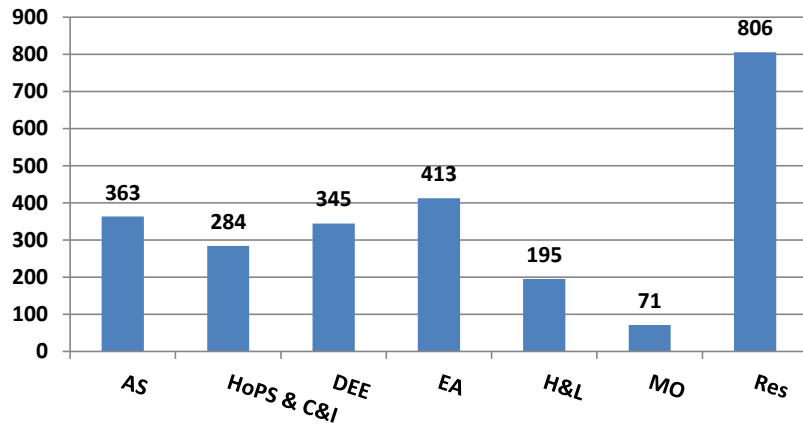


## Comments

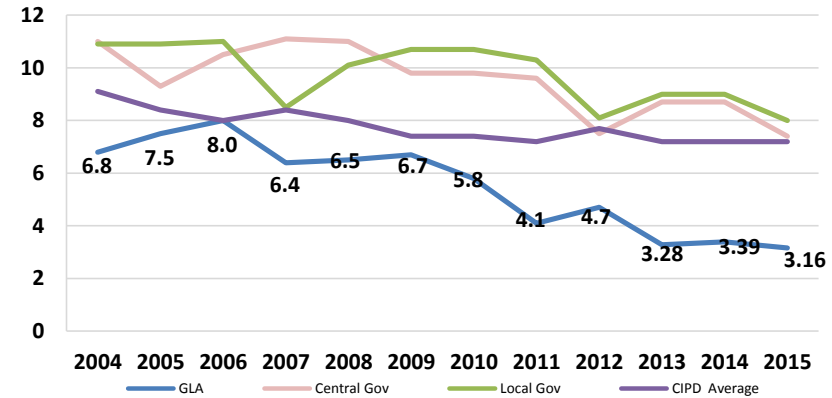
The majority of employees at the GLA earn between £30,000 and £50,000. The employees earning less than £20,000 are all Apprentices or Interns earning London's Living Wage. The average salary was £45,978 as at the 31 March 2015.

# Sickness

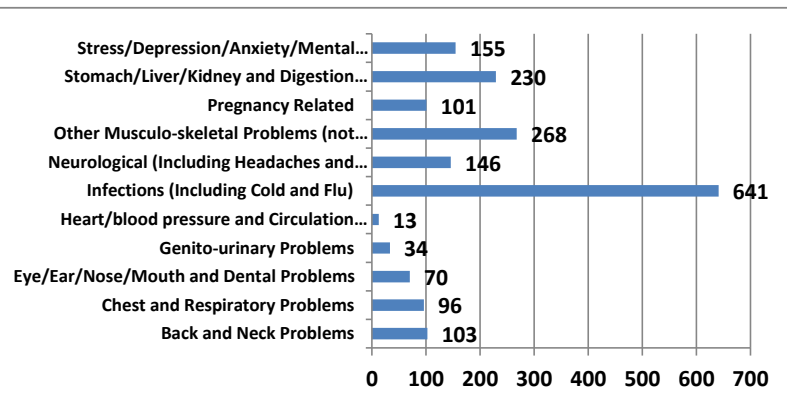
Total days taken by Directorate for year ending March 2015



Average days taken 2004 to 2015 with benchmarking



Days taken by Reason

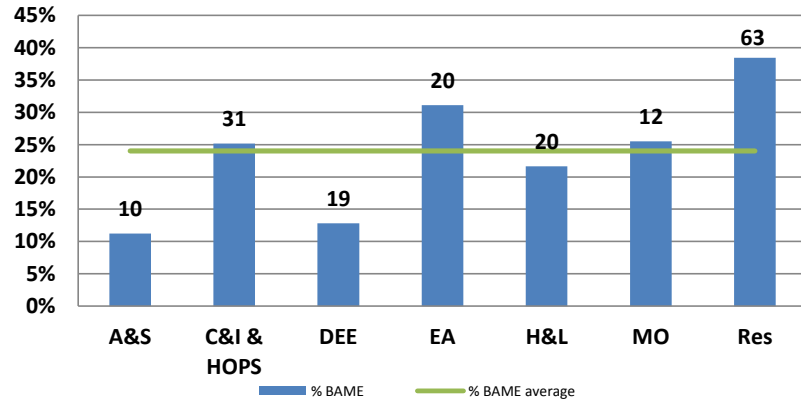


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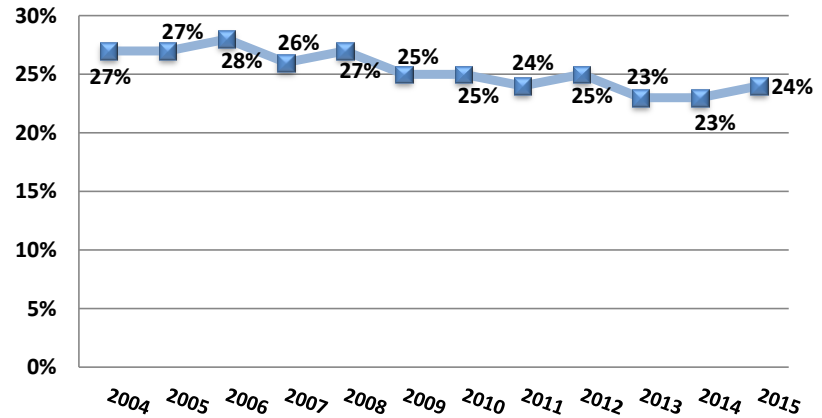
The number of average days taken due to sickness for the year ending 31 March 2015 was 3.16 this continues to be lower than published benchmark figures from the Chartered Institute of Personnel and Development (Absence Management Survey 2014) for Central Government, Local Government and Private Sector who have reported 7.4, 8.2 and 5.5 average days per employee. Of the total sickness absence 28% was BAME staff which is broadly in line with the overall BAME staff %. Days taken by reason do not include data where no specific reason is selected or where multiple reasons are given.

# BAME workforce analysis

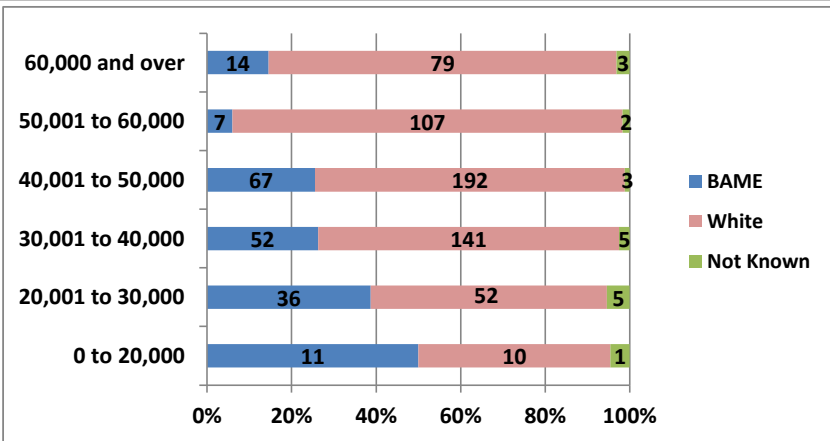
BAME staff by directorate (% and number)



BAME employees 2004 to 2015



BAME staff by salary (% and number)

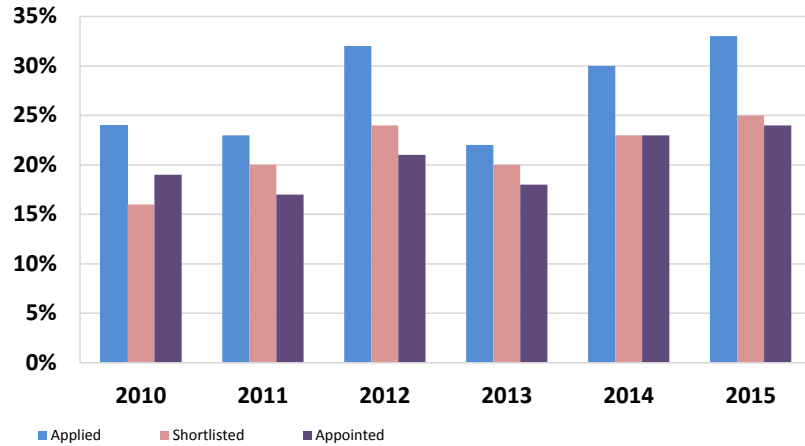


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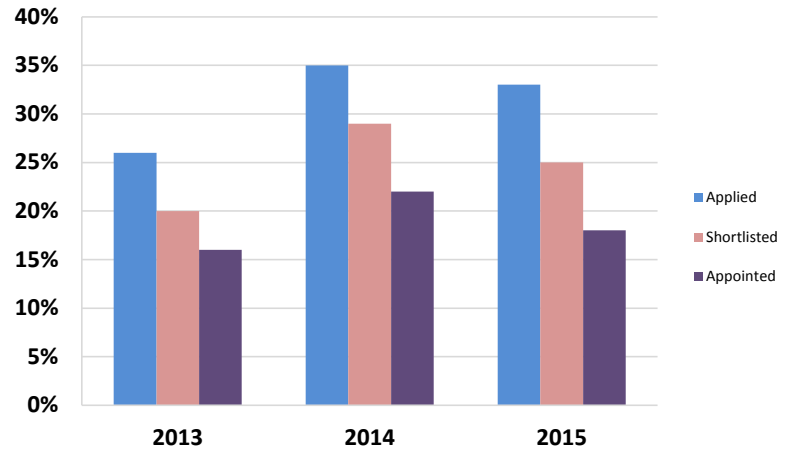
The BAME profile at the GLA has remained fairly stable between 23% and 27% since 2004. The Equalities Taskforce continue to drive forward measures to improve representation at all levels of the organisation.

# Recruitment - BAME staff

## External Recruitment



## Internal Recruitment



## Promotions

Ethnicity	GLA profile at 31/03/15	Promotions in year
BAME	24%	27%
White	74%	73%

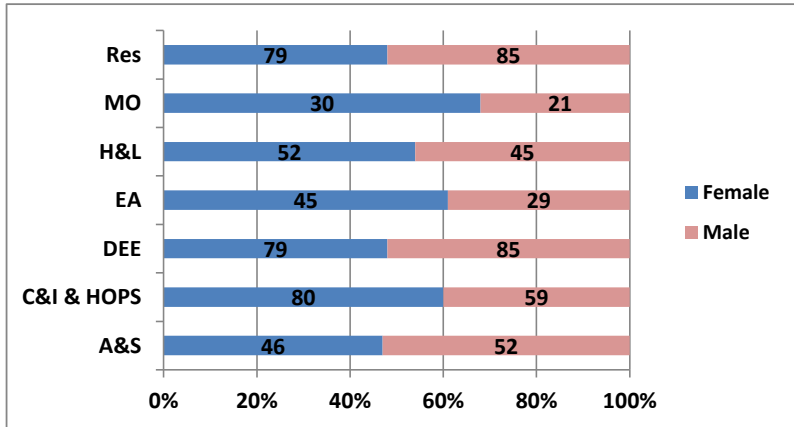
## Comments

The number of external applications received from BAME Groups has increased to 33% whilst the number shortlisted and appointed has increased from 23% to 25%. The number of internal applications received is 33%, shortlisted is 25% and appointments 18%. Internal figures have decreased slightly compared to 2014 reporting period but drop off at each stage remains proportionate.

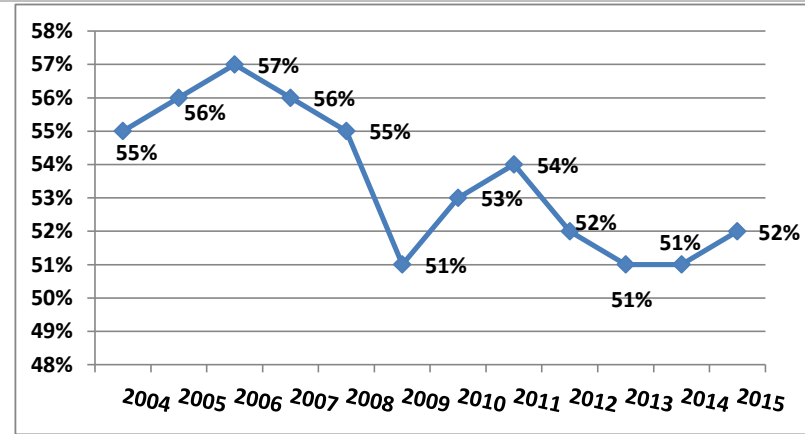


# Gender workforce analysis

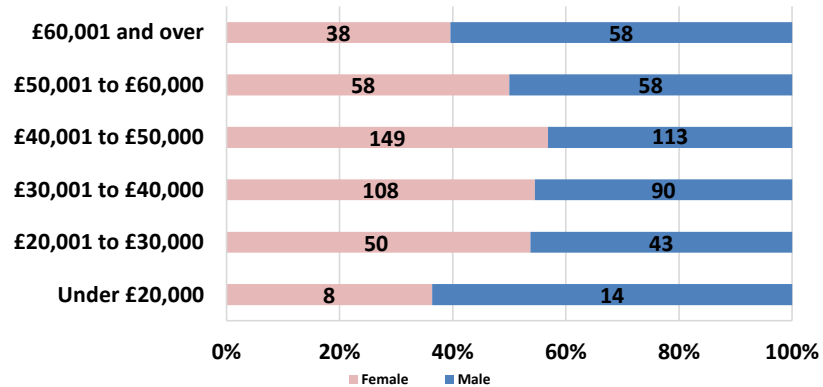
Female staff by directorate (% and number)



Female employees 2004 to 2015



Salary by gender

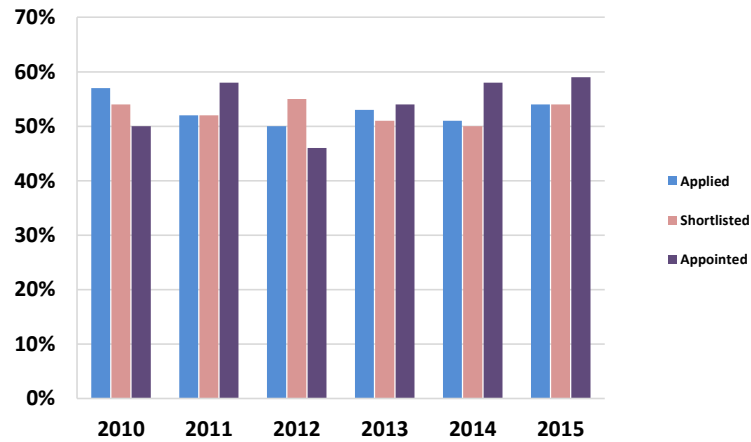


Comments

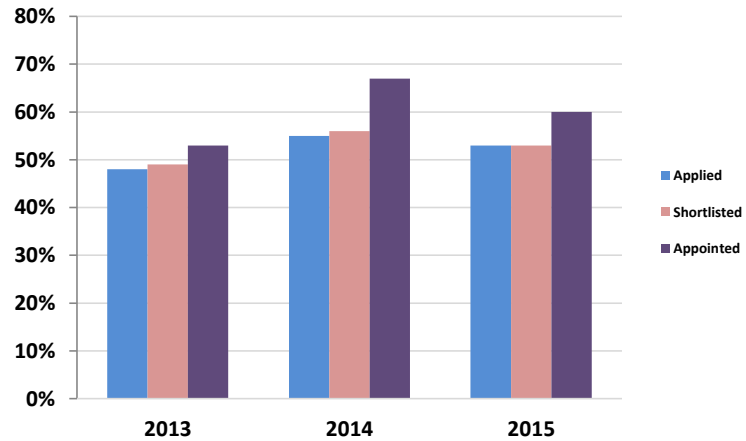
The gender profile at the GLA has remained stable since 2004 from 51% to 57% and is currently 52%. The number of female employees earning £60,000 + has remained stable at 40%.

# Recruitment - female staff

## External Recruitment



## Internal Recruitment



## Promotions

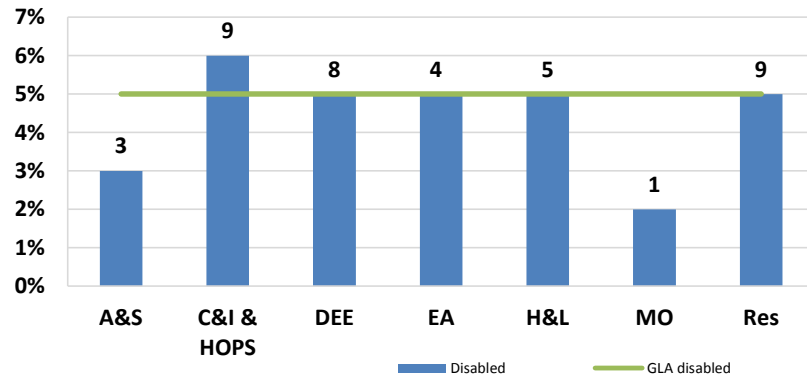
Gender	GLA profile at 31/03/2015	Promotions in year
Male	48%	44%
Female	52%	56%

## Comments

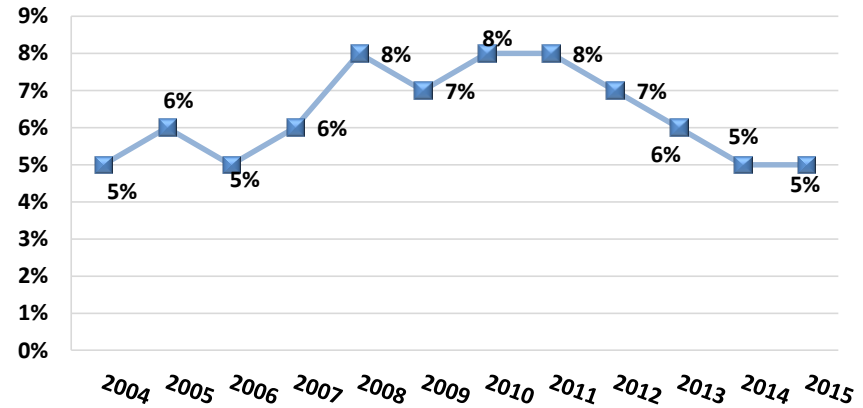
The number of external applications received from female staff has increased from 51% to 54% as well as an increase in the number shortlisted from 50% to 54% and a slight increase in the number appointed to 59%.

# Disability analysis

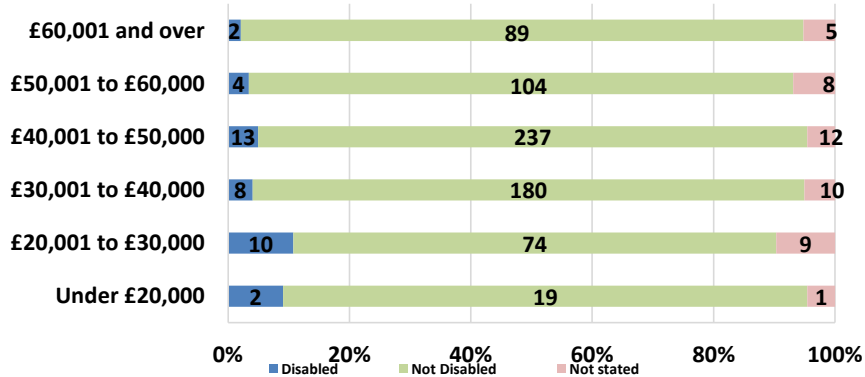
Disabled staff by directorate



Disabled employees 2004 to 2015



Disabled staff salary breakdown

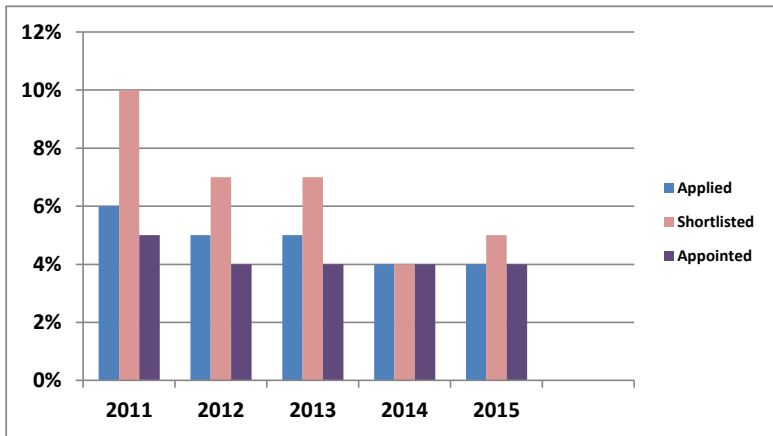


## Comments

The disability profile of the GLA has remained at around 5% since 2004. From January 2015 staff have had the ability to update their personal details via employee self service. It is hoped that this will result in greater self declaration.

# Recruitment - disabled staff

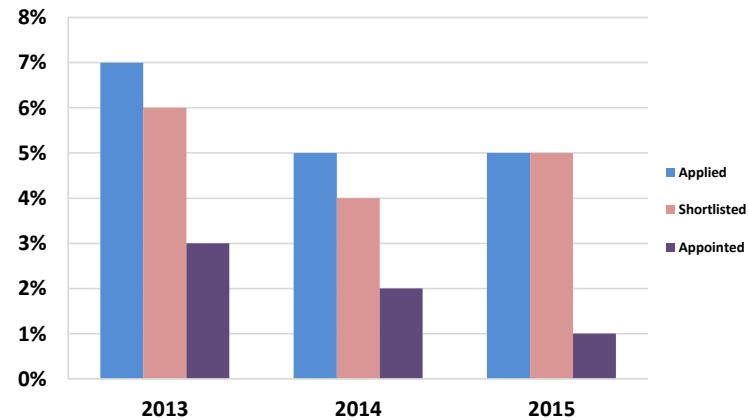
## External Recruitment



## Promotions

Disability	GLA profile at 31/03/2015	Promotions in year
Disabled	5%	3%
Not disabled	89%	88%
Not stated	6%	9%

## Internal Recruitment

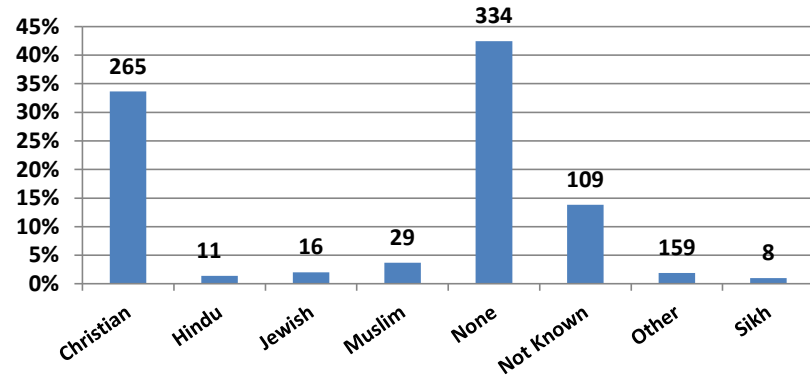


## Comments

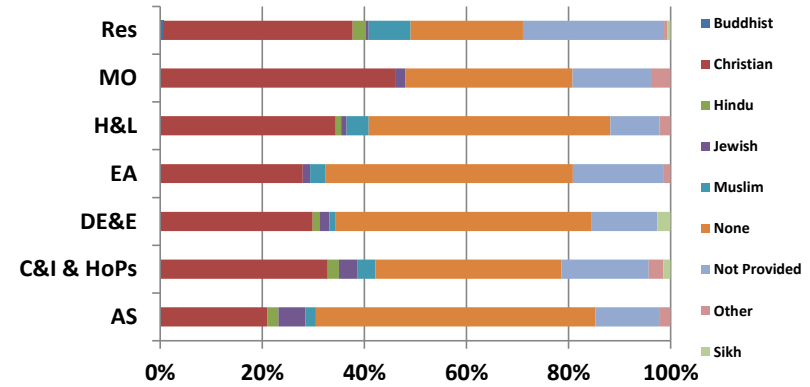
The number of external applications received from disabled applicants is consistent with previous reporting periods and the number external applicants appointed is proportionate to the number of applications received. For internal recruitment, there is no drop off between applicants and those shortlisted. It should be noted that for internal applications in particular the actual numbers are very small.

# Faith analysis

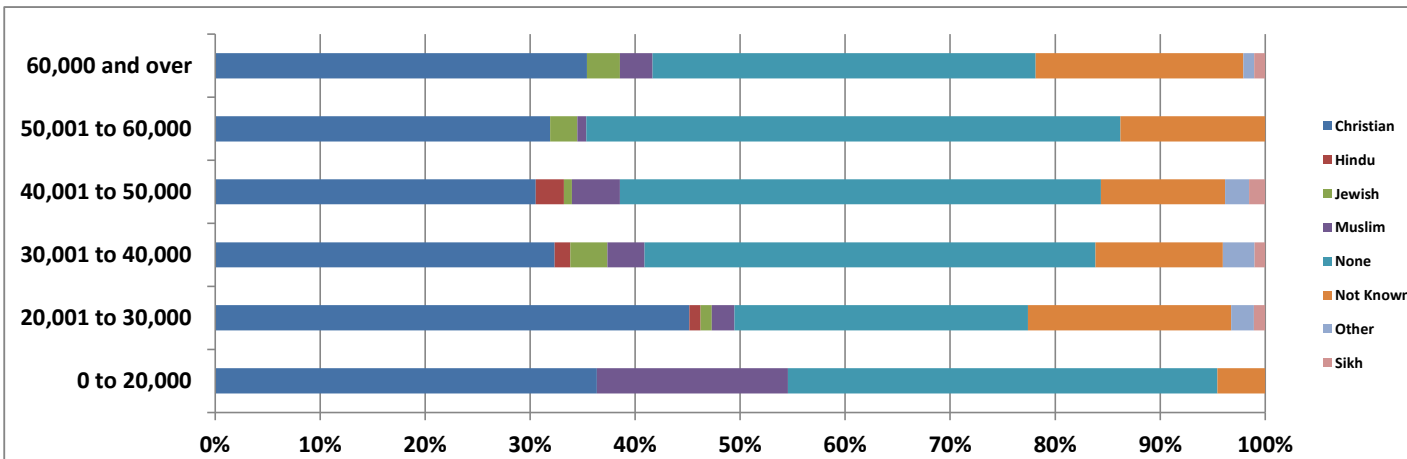
Faith overall by % and number



Faith by Directorate

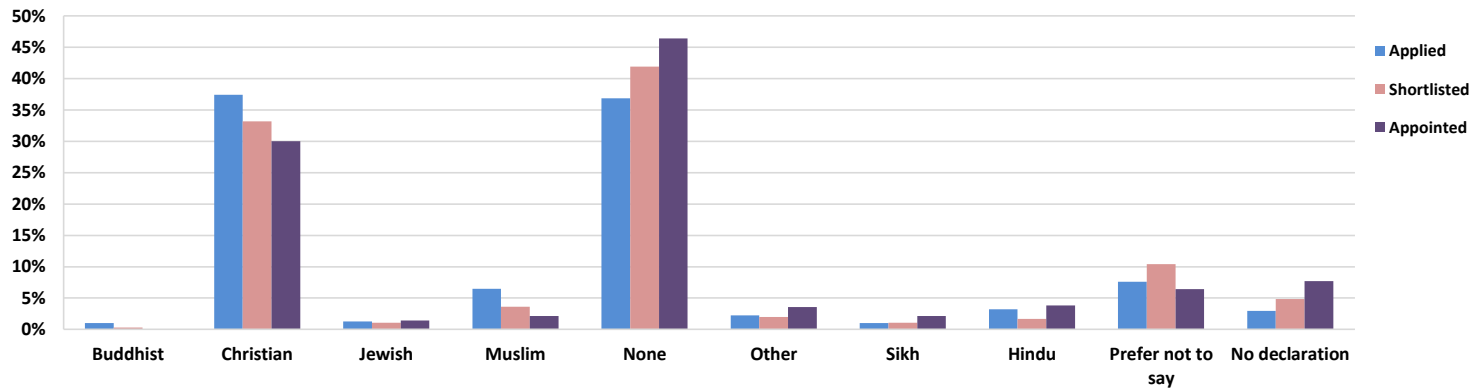


Faith by salary band

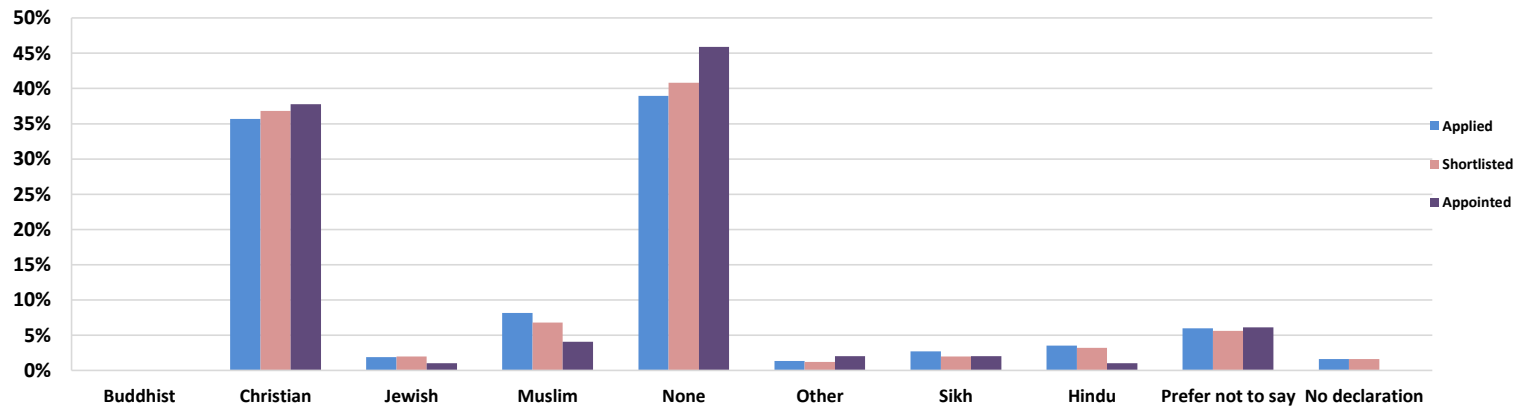


# Recruitment - Faith

## External Recruitment

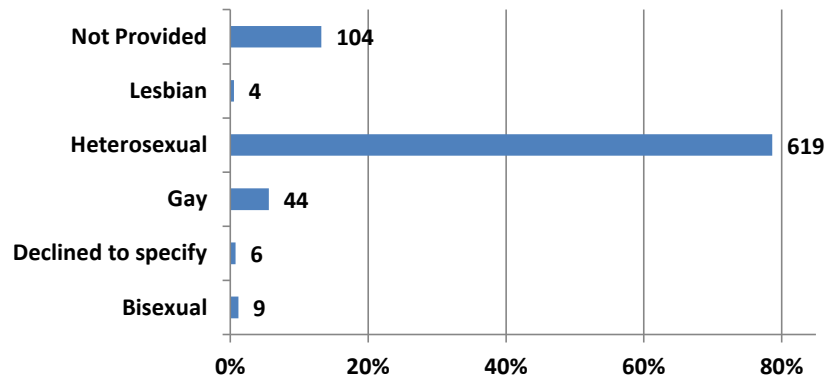


## Internal Recruitment

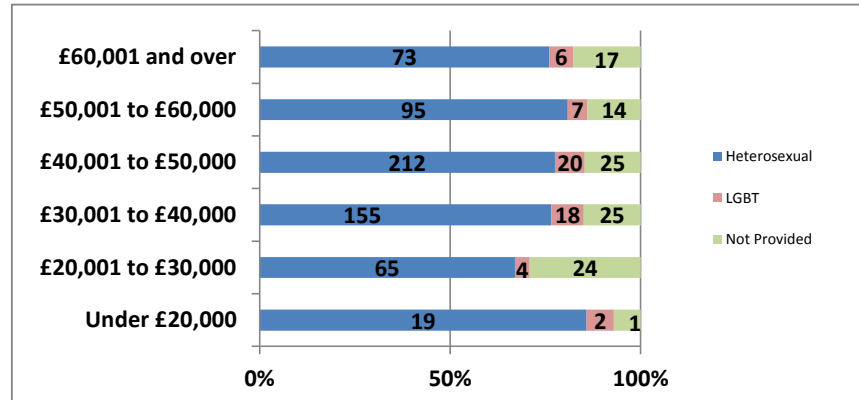


# Sexual Orientation analysis

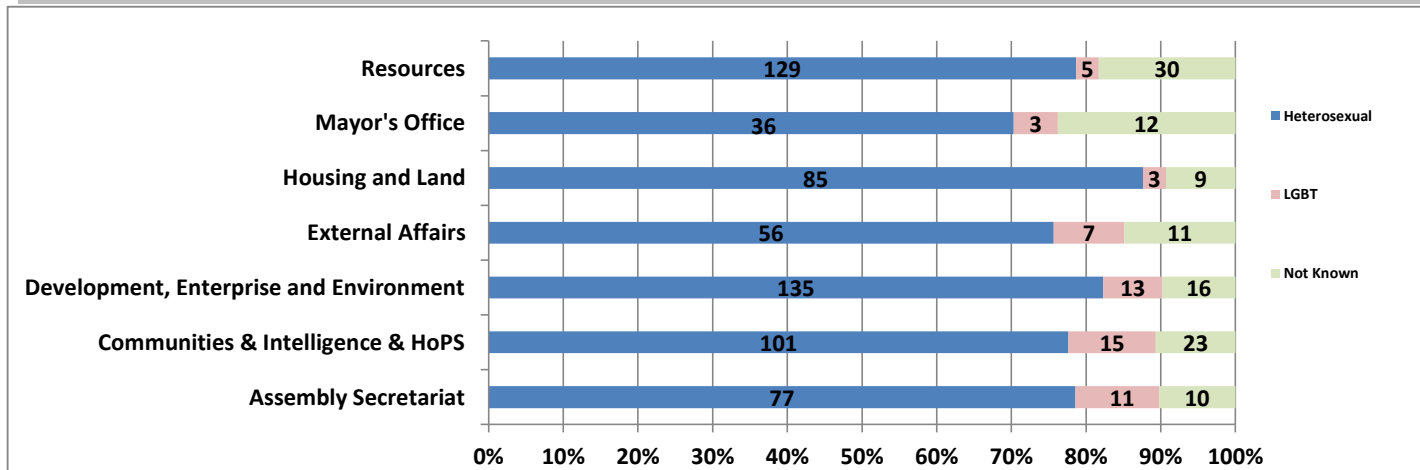
Sexual Orientation overall by % and number



Sexual Orientation by salary band by % and number

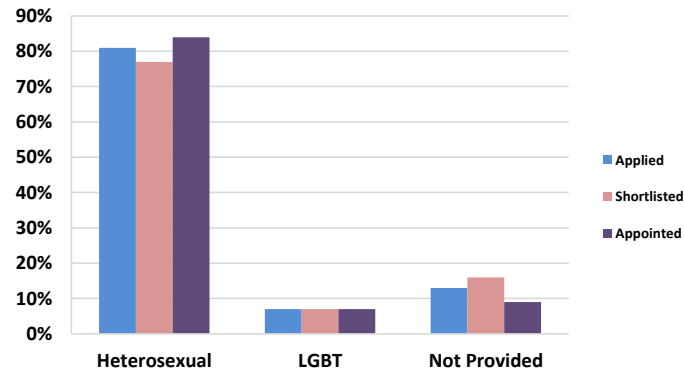


Sexual Orientation by Directorate % and number

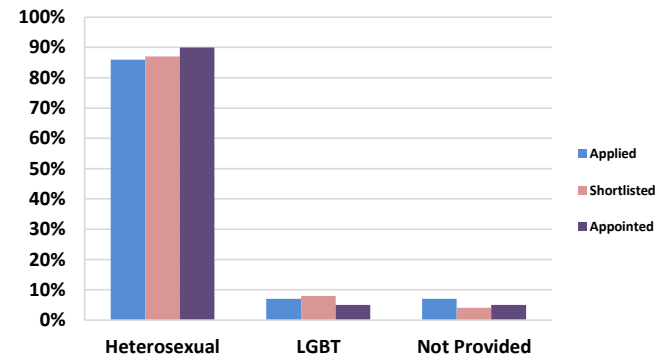


# Recruitment - Sexual orientation

## External Recruitment



## Internal Recruitment



## Promotions

Sexual Orientation	GLA profile at 30/03/15	Promotions in year
Heterosexual	79%	80%
LGBT	8%	7%
Not provided	13%	12%

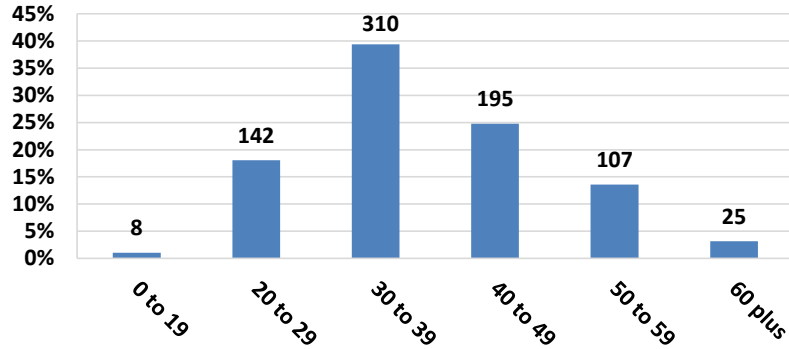
## Comments

The number of external LGBT applications is a consistent 7% through to shortlisting stage and appointment. The number of internal LGBT applications received is 7% and although increases to 8% at shortlisting stage this decreases to 5% for appointment.

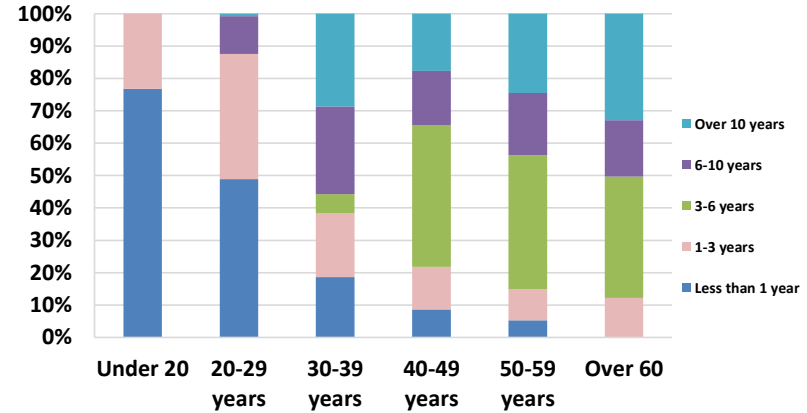


# Age analysis

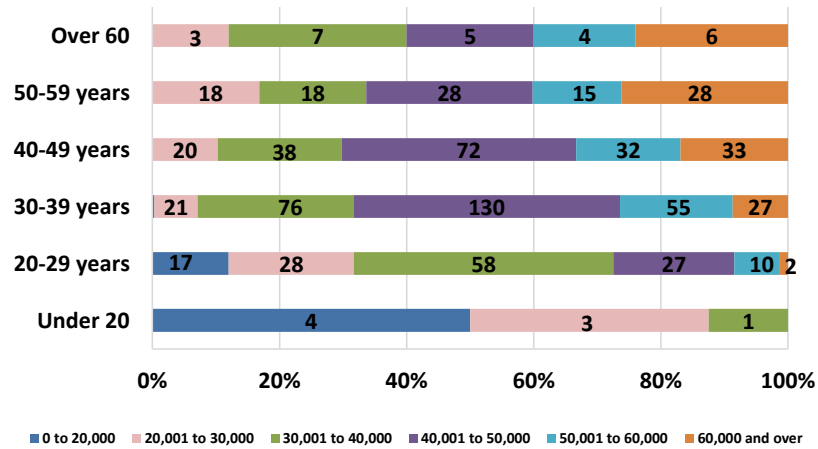
Staff breakdown by age (% and number)



Staff length of service by age band



Salary breakdown by age (% and number)

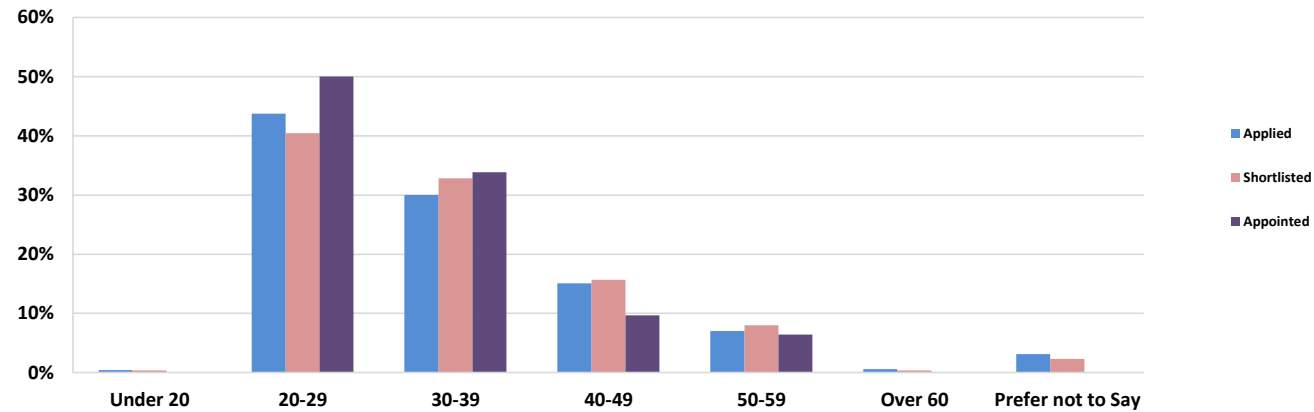


## Comments

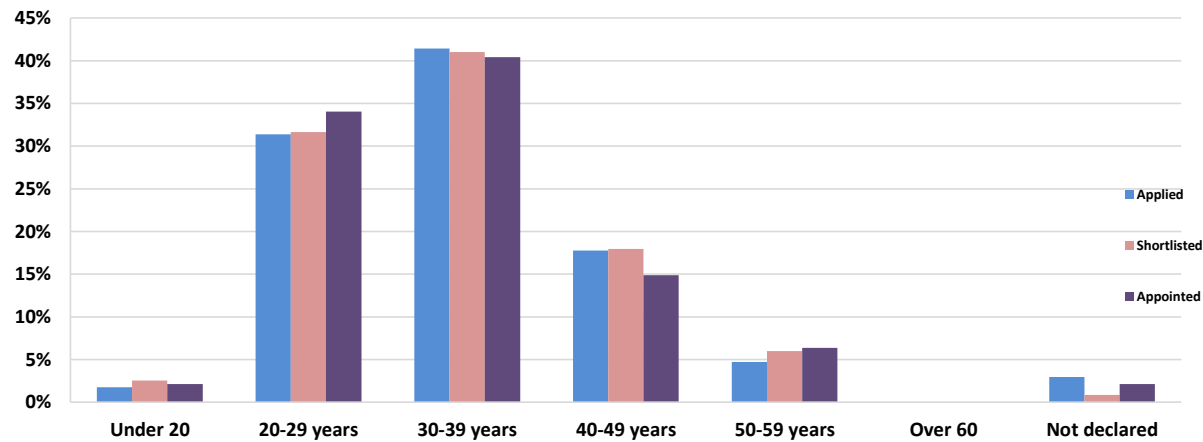
The greatest number of employees are within the 30-39 age band. The average age has remained stable at 39 years.

# Recruitment - Age

## External Recruitment

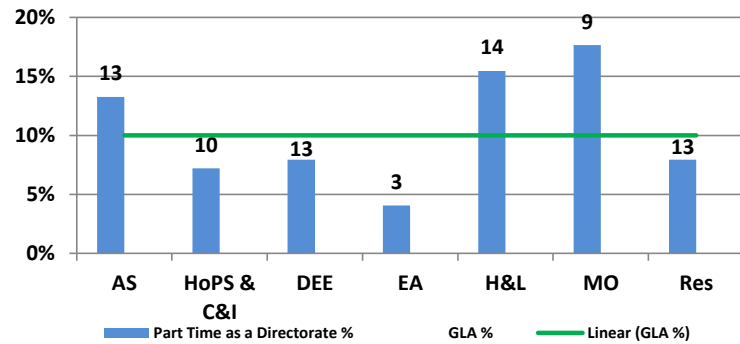


## Internal Recruitment

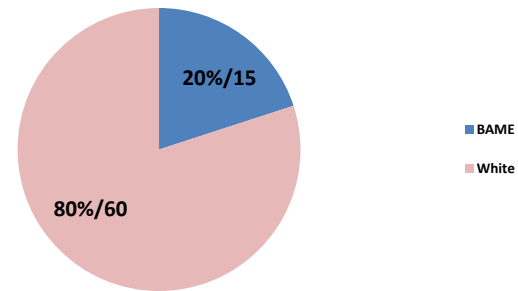


# Part time staff analysis

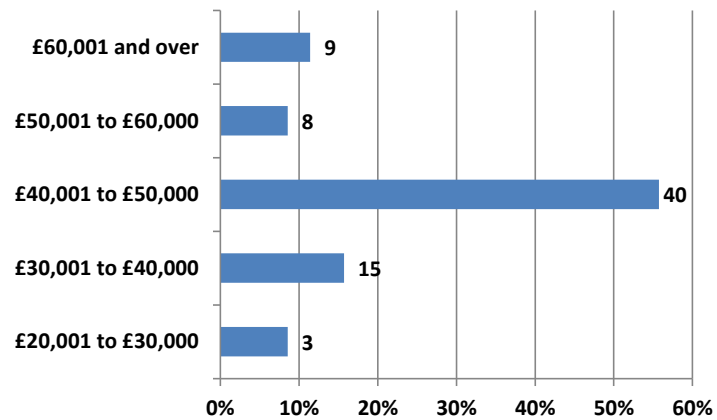
Part time staff by Directorate % and number



Part time staff by ethnicity % and number



Part time staff by salary band % and number



Part time staff by gender % and number

