



**HM Revenue
& Customs**

Race Equality

Employment Duty Monitoring Report 2009 to 2010

Contents

List of Appendices	4
Content of appendices	4
Abbreviations	7
1. Context	8
2. Ethnicity declaration data	9
3. BAME representation in HMRC	12
3.1 Staff in post	12
3.2 People leaving HMRC	13
3.3 New entrants to HMRC	15
4. Applicants for employment	17
4.1 Generalist external recruitment	17
4.2 Specialist external recruitment	19
4.3 Graduate recruitment programme	22
5. Applicants and recipients of promotion	22
5.1 Permanent promotions	22
5.2 HOAP internal recruitment programme	24
6. Filling vacancies in Senior Management grades	24
6.1 The Grade 7 Gateway	24
6.2 Solicitors Office internal recruitment	25
7. External recruitment and internal promotion to SCS	26
7.1 Cabinet Office Fast Stream	26
7.2 SCS Leadership Gateway	27
7.3 Talent management	28
8. Appraisal	30

9.	Grievance and disciplinary procedures	33
9.1	Grievance procedures	33
9.2	Disciplinary procedures	34
10.	Training	37
11.	Location	41
12.	Business Streams	42
13.	Age and Length of service	43
14.	Action Plan for the Race Employment Duty report 2009/2010	46
15.	Contact point for further enquiries	47
	Appendices	48

List of Appendices

Appendix 1	Tables 1-10	Staff in post
Appendix 2	Tables 11-15	Leavers
Appendix 3	Tables 16-19	New entrants
Appendix 4	Tables 20-21	Applicants for employment
Appendix 5	Tables 22-28	Applicants and recipients of promotion
Appendix 6	Tables 29-31	Appraisal results
Appendix 7	Table 32	Grievance procedures
Appendix 8	Tables 33-34	Disciplinary procedures
Appendix 9	Table 35	Training

Content of Appendices

[Appendix 1 - Staff in Post](#)

Table 1:	Breakdown of staff by all ethnic groups
Table 2(a/b):	Staff in Post yearly comparisons – 2007/2008 and 2008/2009
Table 3:	Breakdown of Black and Ethnic Minority groups at 31 March 2009
Table 4:	Breakdown by main ethnic groups, by grade
Table 5:	Breakdown by all ethnic groups, by grade
Table 6:	Breakdown of White and BAME staff in each grade
Table 7:	Breakdown by main ethnic groups, by Business Unit
Table 8:	Breakdown by all ethnic groups, by Business Unit
Table 9:	Breakdown by Government Office Region
Table 10:	'Have the percentage of BAME staff increased between 31 March 2008 and 31 March 2009?'

Appendix 2 – Leavers

Table 11:	'Were BAME staff more likely to leave HMRC than White staff?'
Table 12:	Breakdown by all ethnic groups
Table 13:	Breakdown by grade
Table 14:	Analysis of leavers by grade
Table 15:	Breakdown by reason for leaving

Appendix 3 – New Entrants to HMRC

Table 16:	Breakdown by all ethnic groups
Table 17:	Breakdown by grade
Table 18:	Breakdown by Government Office Region

Appendix 4 - Applicants for employment

Table 19:	External applicants for generalist (Grade AA to O) posts – Percentage of each ethnic group
Table 20:	External applicants for specialist (Grade 6 and 7) posts – Percentage of each ethnic group

Appendix 5 – Applicants and recipients of promotion

Table 21:	Permanent promotions – breakdown by all ethnic groups and by grade
Table 22:	'How successful were BAME staff at the Grade 7 Gateway?'
Table 23:	All promotions to Grade 6 & 7 - breakdown by all ethnic groups and by Business Unit
Table 24:	Internal and Cross Whitehall applicants for SCS posts 2009/10

Appendix 6 – Appraisal

Table 29a:	Appraisal marking (2008-09) – analysis of results
Table 29b:	Appraisal marking (2009-10) – analysis of results
Table 30a:	Breakdown by all ethnic groups (2008-09)
Table 30b:	Breakdown by all ethnic groups (2009-10)

Analysis by grade for 2008/09 and 2009/10:

Table 31a:	2008/09 Breakdown by all ethnic groups, by grade (AA)
Table 31b:	2009/10 Breakdown by all ethnic groups, by grade (AA)
Table 31c:	2008/09 Breakdown by all ethnic groups, by grade (AO)
Table 31d:	2009/10 Breakdown by all ethnic groups, by grade (AO)
Table 31e:	2008/09 Breakdown by all ethnic groups, by grade (O)
Table 31f:	2009/10 Breakdown by all ethnic groups, by grade (O)
Table 31g:	2008/09 Breakdown by all ethnic groups, by grade (HO)
Table 31h:	2009/10 Breakdown by all ethnic groups, by grade (HO)
Table 31i:	2008/09 Breakdown by all ethnic groups, by grade (SO)
Table 31j:	2009/10 Breakdown by all ethnic groups, by grade (SO)
Table 31k:	2008/09 Breakdown by all ethnic groups, by grade (Fast Stream)
Table 31l:	2009/10 Breakdown by all ethnic groups, by grade (Fast Stream)
Table 31m:	2008/09 Breakdown by all ethnic groups, by grade (Grade 7)
Table 31n:	2009/10 Breakdown by all ethnic groups, by grade (Grade 7)
Table 31o:	2008/09 Breakdown by all ethnic groups, by grade (Grade 6)
Table 31p:	2009/10 Breakdown by all ethnic groups, by grade (Grade 6)

Appendix 7 – Grievance procedures

Table 32a:	Breakdown by declaration categories
Table 32b:	Breakdown by line of business
Table 32c:	Breakdown by grievance type and ethnic group
Table 32d:	Breakdown by grievance type and line of business
Table 32e:	Outcomes of closed cases
Table 32f:	Appeals
Table 32g:	Appeals by grievance type
Table 32h:	Outcome of appeals

Appendix 8 – Disciplinary procedures

Table 33:	Disciplinary referrals - breakdown by main ethnic groups and by grade
Table 34:	Disciplinary referrals - breakdown by main ethnic groups and by Business Unit

Appendix 9 – Training

Table 35:	Training nominations satisfied – breakdown by all ethnic groups
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Abbreviations

BAME	Black, Asian and Minority Ethnic
DTUS	Departmental Trade Union Side
EQIA	Equality Impact Assessment
ExCom	Executive Committee
KAI	Knowledge, Analysis and Intelligence
WCN	World Careers Network
AA	Administrative Assistant
AO	Administrative officer
O	Officer
HO	Higher Officer
SO	Senior Officer
FS	Fast Stream
G7	Grade 7
G6	Grade 6
SCS	Senior Civil Servant

1. Context

This report covers the period 01 April 2009 to 31 March 2010.

This report presents ethnicity data relating to HMRC's:

- Staff in post
- Staff who left our employment
- Applicants for employment
- Applicants and recipients of promotion
- Appraisal results
- Staff involved in grievance or disciplinary procedures
- Applicants and recipients of training.

We are required under Article 5 of the Race Relations Act 1976 to keep and monitor statistics, analysed by racial group. Results are given throughout the report as numbers and percentages *where ethnicity is known*. Section 2 below reports our actions to increase ethnicity declaration rates.

In the body of the report, tables and charts generally display results for 'White' and 'Total BAME' staff. The appendices contain more detailed breakdowns by ethnicity, grade, and Business Unit. Where our statistics specialists have carried out an analysis of key data, the results are included either in the main report or within the Appendices. Where the number of staff represented in the data is fewer than 5, we have used percentages to maintain confidentiality and anonymity.

We have used the same ethnicity categories as last year; these are the ethnicity categories for the 2001 Census for England and Wales except for the 'White' category for which we use (as in previous years) one 'White' category rather than the 3 White options shown in the England and Wales census. HMRC uses only one 'White' category (any White background) for ethnicity monitoring purposes as we are a Government Department with staff **throughout the United Kingdom**.

2. Ethnicity declarations

HMRC is fully committed to collecting ethnicity data from all members of staff, not only to meet its legal obligations but also to understand and respond to the diversity of its workforce. All members of staff are encouraged to record their ethnicity status on a voluntary basis using our online HR system. For those members of staff who do not wish to disclose this information there is an option for them to 'choose not to declare'.

The number of staff with a known ethnicity has increased by over 4% from 2009 to 68.93%.

The proportion of staff who chose not to declare has also increased, but only marginally (0.32%).

These two factors mean the proportion of staff whose ethnicity is unknown has decreased by close to 5%, to 26.42%.

The general trend is for greater ethnicity declaration as staff grades get higher. The lowest being AA, with approx. two thirds of staff (66%) having made a declaration. The highest proportion is at SCS, with approx. four fifths of staff (80%) having made a declaration. Every grade apart from AA has achieved a declaration rate of over 70%.

The results within directorate are a little more varied. Other Offices have the lowest declaration rate and are the only directorate to have less than half their staff declare their ethnicity.

Legal have the next lowest declaration rate, with just under 60% of staff. Every other directorate had at least a 70% declaration rate.

HMRC Board has the highest declaration rate and are the only directorate to break 80%. They are closely followed by Chief People Officer and Benefits & Credits (both over 75%).

7.50% of HMRC staff with a known ethnicity are now BAME, a very slight increase on last year's 7.43%. Asian staff are still the most prominent of the four major subgroups, with 4.78% of staff with known ethnicity overall. This equates to 64% of all the BAME staff, or almost two thirds.

Each of the four subgroups has increased the proportion of staff they account for compared to last year, although each rise is very slight (i.e. an increase of 0.01% amongst Chinese staff).

Whilst this progress is encouraging, further work is needed to increase these declaration rates to meet the Cabinet Office target of 90% by 2013.

The Corporate Responsibility, Diversity and Well Being Team has continued to look at ways of increasing these declaration rates further over the last twelve months and has been involved in a number of initiatives such as:

- Ensuring that our most senior members of staff have completed their Ethnicity declarations to lead by example and encourage others to follow suit. All ExCom members have now provided this information and published communications encouraging staff to follow their lead.
- The Race champion has repeatedly encouraged staff to make positive declarations through his written communications and also made personal appeals during his presentations at HMRC's Race Conference and other race events.

- Continuing to issue 'Information Packs' to HR Directors to inform strategic thinking.
- Working with individual business units within HMRC to provide them with monthly ethnicity statistics to allow them to chart their progress towards the target and to take any remedial action.
- Issuing a 'Team Time' article for managers providing information and guidance as to why this information is important and suggesting ways to discuss this with their staff.
- Responding to Hotseat questions from staff on why we need this information, how it is stored and the benefits of providing this.
- Reminding staff at every available opportunity to provide this information. Examples are where we have introduced updates to our HR recording system, adding text to our e-mail signatures etc.
- Continuing to update and develop or guidance and communications to simplify instructions on how to do this

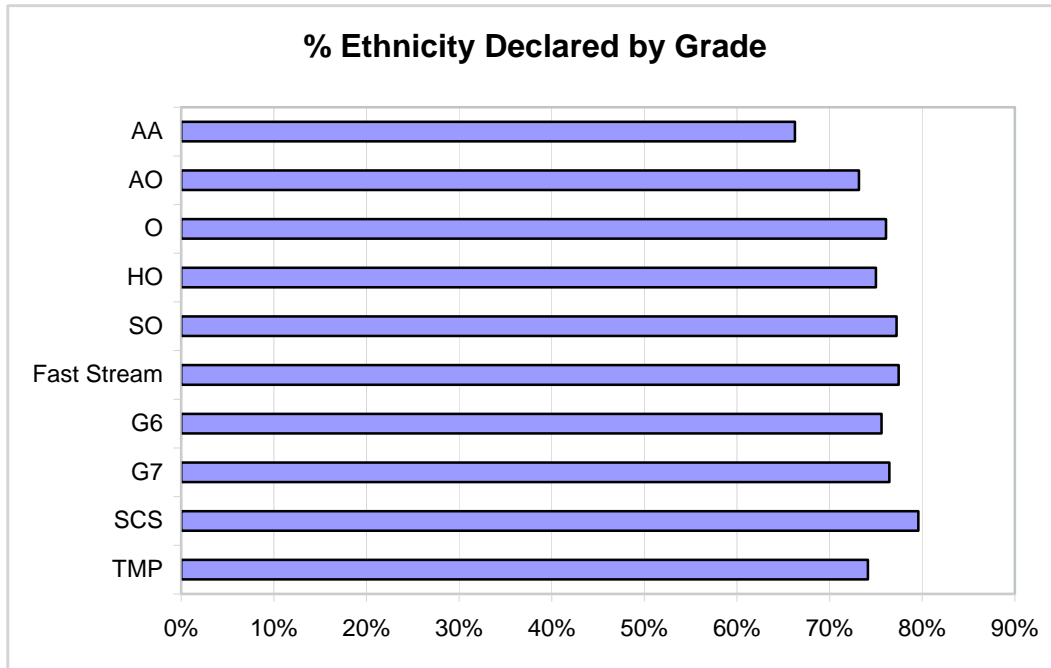
Despite these initiatives, and the very encouraging increase of 4% over the year, unfortunately we were not able to meet the HMRC target of 89% declaration rate by 31 March 2010. We will continue to give this work a high priority over the next 12 months and are working with the Staff Race Network to drive this issue forward. We are also working with our Communications Team to develop further communication strategies to target this area.

We have also made our Diversity Awareness training package mandatory for all staff to complete by March 2013 and have encouraged staff to look at other training modules including one on race. This should help to stimulate discussions between job holders and managers and to emphasise the need to complete the ethnicity declaration.

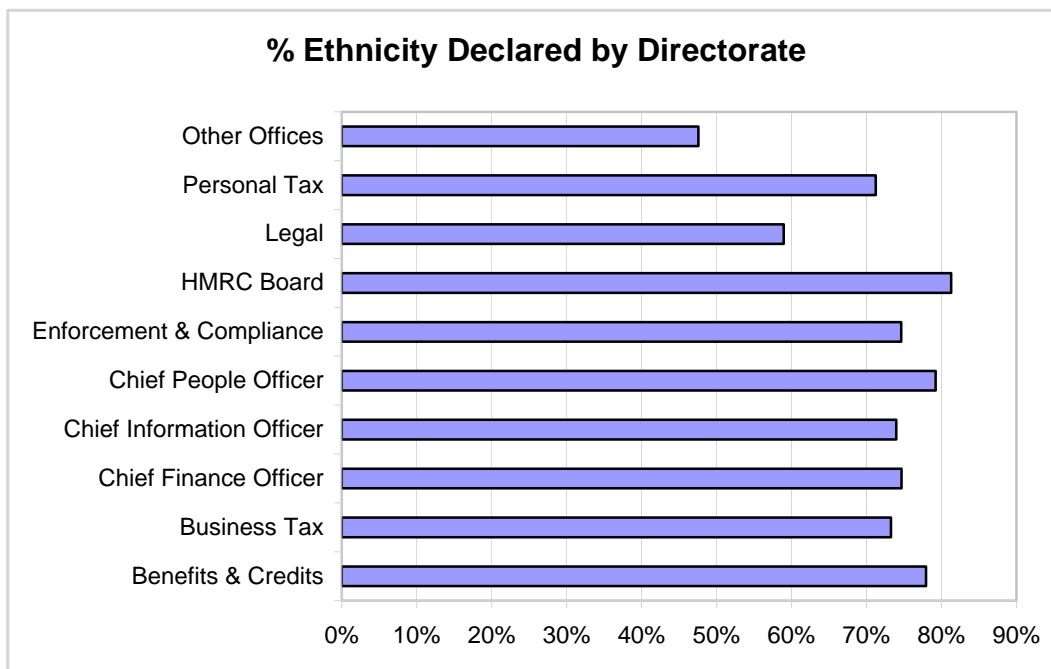
Close links continue to be developed with local business diversity leads and champions to help develop diversity plans.

Ethnicity Declarations at 31 March 2010

Total Staff	Ethnicity Known	Chose not to declare	Ethnicity Not Known
79634	54894	3697	21043
%	68.93%	4.64%	26.42%



Note: Fast Stream grade includes Graduate Recruitment and Cabinet Office Fast Stream 'Trainees'.



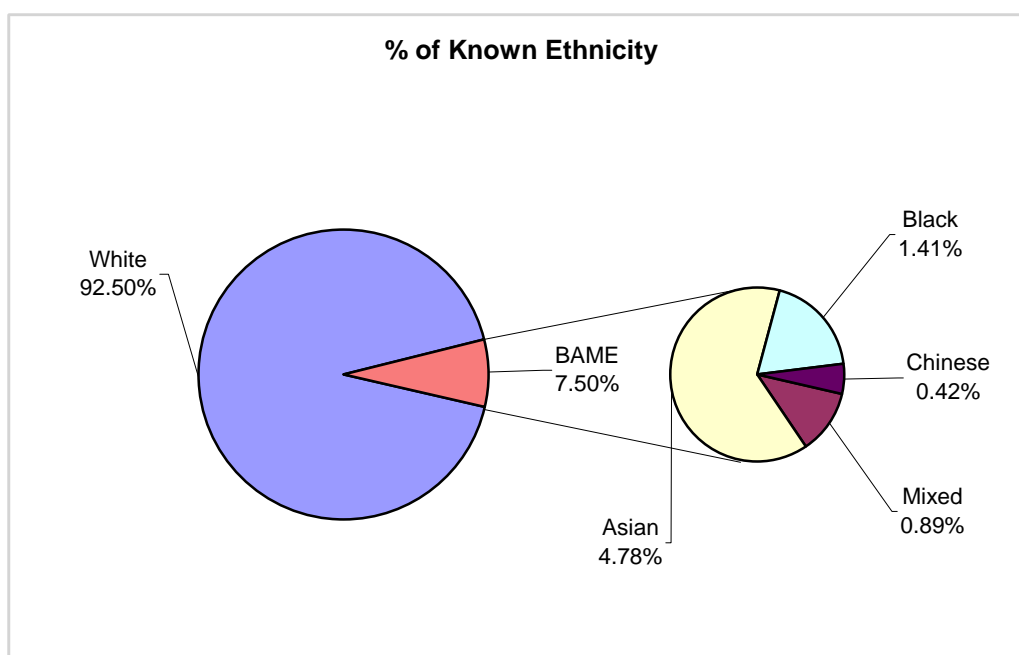
3. BAME representation in HMRC

3.1 Staff in Post (includes all staff employed by HMRC, whether paid or unpaid)

See Appendix 1: Tables 1-10

All HMRC Staff - Known Ethnicity at 31 March 2010

White	Mixed	Asian	Black	Chinese	Total BAME
50779	486	2622	776	231	4115
92.50%	0.89%	4.78%	1.41%	0.42%	7.50%



Overall, the number of staff in post in HMRC fell by 12.15% in the period 1 April 2009 – 31 March 2010 (from 90,650 to 79,634). Despite this decrease, the percentage of BAME staff employed in HMRC has increased from 7.43% to 7.50%. The percentage of all 4 main BAME groups increased in 2009/2010, but the increases were very small.

As for last year, 'Asian or British Asian-Indian' is the largest minority ethnic group in HMRC at 3.25% (3.26% in 2008/2009) and the smallest is 'Any other black background' at 0.03 % (0.02% in 2008/2009) – see table 3 in Appendix 1.

Table 10 in Appendix 1 compares the changes in BAME representation for each grade as at the 31st March 2009 and the 31st March 2010.

Due to overall staff numbers falling, the actual number of BAME staff has fallen in most grades (exceptions being G7, FS and HO). However, proportionally, the results are a little more mixed.

The greatest increase has come at HO level, from 6.1% of staff in 2009 to 6.8% of staff in 2010 (a relative increase of over 11%).

Proportions of BAME staff have also increased at G7, FS, O, AA and minutely at SO (only noticeable at a degree of accuracy greater than 1 decimal place).

This means a decrease in proportions of BAME staff at SCS, G6 and AO.

Particularly noticeable is the SCS result, which means relatively there are a quarter less BAME staff this year compared to last year.

For the period 2009/2010, the trend as in previous years is for higher grades to have a lower proportion of BAME staff, with the proportion increasing through to the lowest grade (see table 4 in appendix1). However, the obvious exception to this is for the Senior Officer (SO) grade where only 3.95% (3.88% in 2008/2009) of staff who have declared their ethnicity are BAME. This is the third lowest proportion after the SCS and Grade 6 grades.

In 2009 HMRC started a project with our analysts (KAI) to analyse the movement of BAME staff through the grades. This work was put on hold in 2010 when new evidence came to light. As a result of this, the project was reviewed and subsequently re-scoped to ensure the best approach was being taken. The revised project is underway and the final report is expected to be published early in 2011.

3.2 People leaving HMRC

See Appendix 2: Tables 11-15

For 2009/2010, data is broken down by ethnic group, grade, and reason for leaving. During this reporting period around 2,500 staff transferred from HMRC to the UK Border Agency (UKBA). This transfer of resource made some significant differences to our statistics and so we have included an analysis of both the pre transfer and post transfer data.

Ethnicity of staff who left HMRC from 1 April 2009 to 31 March 2010

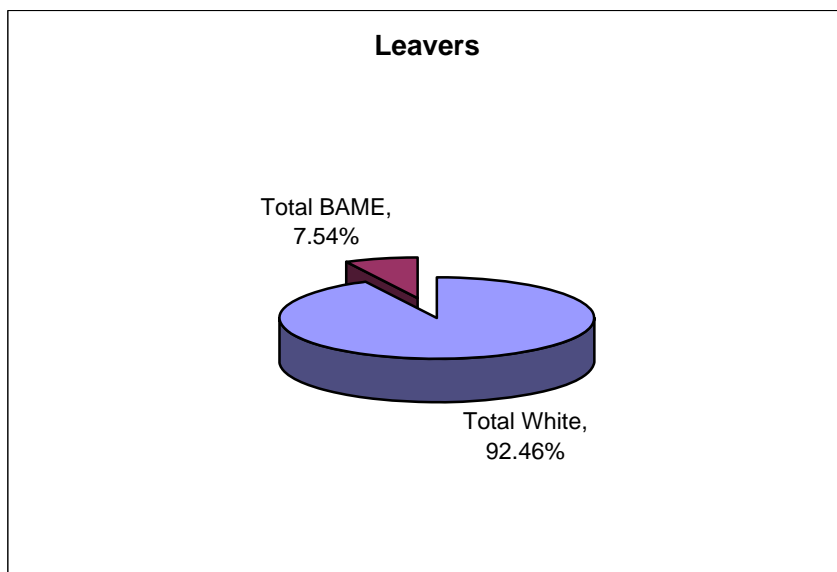
With UKBA

White	Mixed	Asian	Black	Chinese or other	Total BAME
6931	71	375	87	32	565
92.46%	0.95%	5.00%	1.16%	0.43%	7.54%

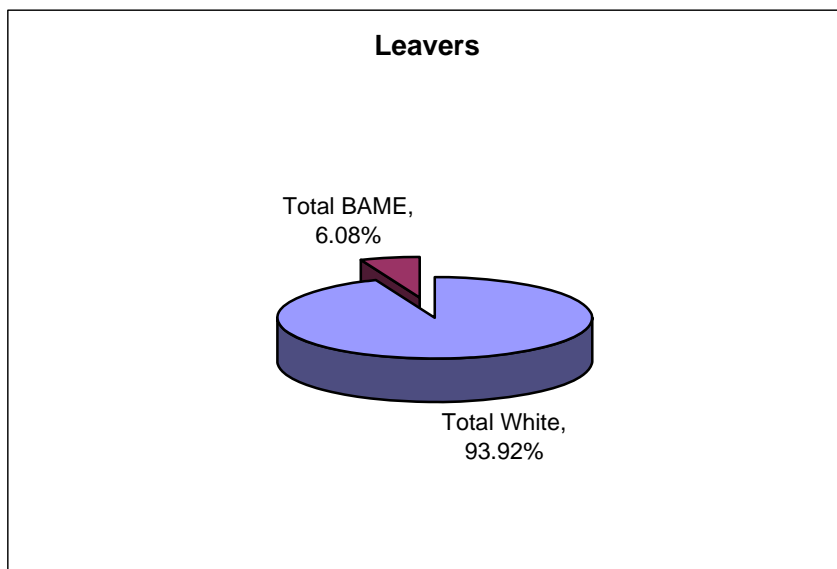
Without UKBA

White	Mixed	Asian	Black	Chinese or other	Total BAME
4388	42	181	44	17	284
93.92%	0.90%	3.87%	0.94%	0.36%	6.08%

With UKBA



Without UKBA



The percentage of leavers who are BAME was 7.54% for 2009/2010, which is a minor reduction from the 2008/2009 figure of 7.74% and in line with HMRC's BAME population (7.50%). This means that overall; BAME staff are no more likely to leave HMRC than White staff. .

When leavers are broken down by **all** ethnic groups (Table 12, Appendix 2), the split of leavers amongst the ethnic subgroups is fairly consistent with current HMRC staff numbers. Proportionally the greatest difference came at Caribbean, who accounted for only 0.47% of leavers compared to 0.80% of current staff, relatively a difference of 70%. The results do not differ too drastically when considering staff without UKBA.

The split between the proportion of BAME leavers being higher or lower than the current proportion of BAME staff at that grade seems to have no real pattern.

As for last year, the percentage of BAME leavers (7.54%) was slightly higher than BAME representation in HMRC (7.50%), but not within all grades. The only grade where a noticeably larger proportion of BAME staff account for leavers is the Fast Stream, with 13.04% BAME leavers compared to the 7.54% of overall staff leaving. However, it should be noted that the numbers of BAME Fast Stream leavers were low. Tables 13 and 14 in Appendix 2 show which grades had the most and least BAME leavers.

HMRC's exit questionnaire is available online for people leaving the Department to complete on an anonymous basis. It is a useful tool in gathering information about what makes people leave the Department and identifying any trends which might need addressing. The questionnaire also asks people whether they have suffered bullying or discrimination and looks into more positive aspects about working for HMRC. The questionnaire is not mandatory but managers encourage leavers to complete it. Since its introduction, we have reviewed the content of the questionnaire and have made it more user-friendly. In January 2009 we increased the list of reasons for leaving and allowed people to pick as many as applied to them.

The Department has just obtained its second full year's data from the completed questionnaires (see table 15 of appendix 2) and will be analysing this further where any areas of concern have been identified. The figures indicate that of the 174 BAME staff that completed the questionnaire, 4 cited discrimination (on any grounds) as one of their reasons for leaving. Last year the respective figures were 143 and 2. We have also ascertained that 3 BAME leavers said on the questionnaire that they had *experienced* race discrimination (even if this wasn't their reason for leaving).

Last year we identified that the completion rate for the questionnaire was low (around 15% of leavers). We have taken steps to make the questionnaire more prominent in the newly revised guidance on the leaving process which was published in May 2010.

The exit questionnaire data is available to all Business Partners who can see if it identifies bullying or discrimination as an issue in their business area. Business Partners can then take appropriate action, such as raising diversity awareness amongst their teams and addressing management capabilities.

Overall, during 2009/2010, the percentage of BAME staff joining HMRC (11.11% - see New entrants below) exceeded the percentage of BAME staff leaving the department (7.54%).

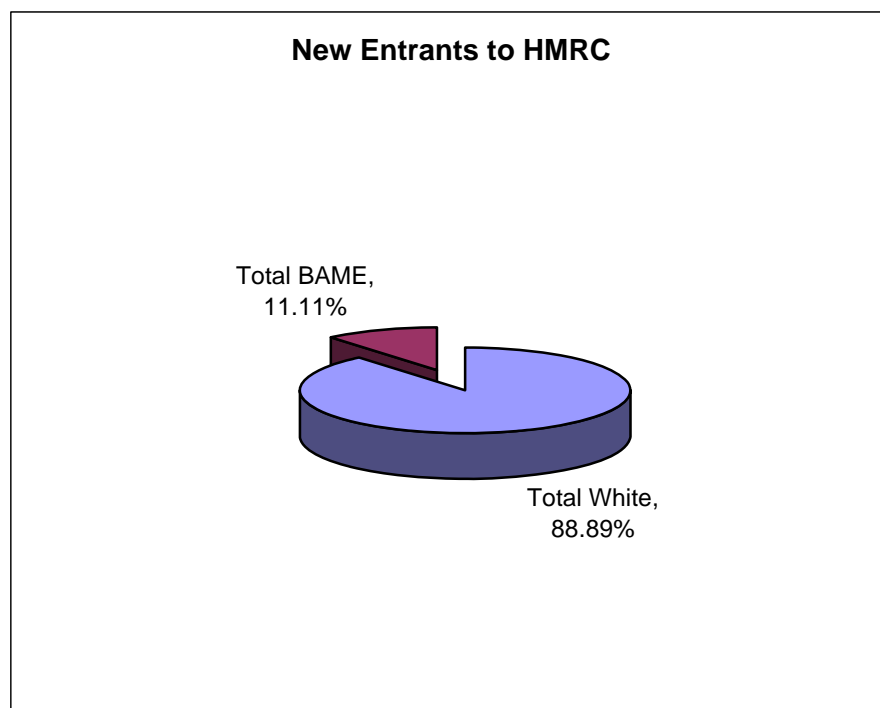
3.3 New entrants to HMRC

Appendix 3: Tables 16-18

The percentage of BAME new entrants was 11.11% for 2009/2010, which is a **decrease of 1.64% from last year's figure (12.75%).**

Ethnicity of staff who joined HMRC from 1 April 2009 to 31 March 2010

White	Mixed	Asian	Black	Chinese or other	Total BAME
112	3	9	1	1	14
88.89%	2.38%	7.14%	0.79%	0.79%	11.11%



During the reporting period HMRC has significantly reduced its recruitment of new staff and has instead looked to redeploy existing staff as part of the on going efficiency program. The table above shows that we only recruited 126 people in 2009/10 compared to 2,407 the previous year.

A greater proportion of new entrants in HMRC (with known ethnicity) are BAME, compared to current HMRC staff levels (11.11% to 7.50% respectively). This is encouraging, but the actual numbers of staff being considered (126) compared to total HMRC staff levels (approx. 80,000) means this would not contribute to a significant change in current staff proportions.

Of the subgroups (Table 16 in Appendix 3): Mixed, Asian and Chinese all account for a greater proportion of new entrants than current staff proportions. This means only black staff account for a lower proportion of entrants than current staff (0.79% to 1.41%). However, the numbers being considered here are so small that even one extra or less member of each BAME subgroup could change the interpretation significantly, so it's hard to draw firm conclusions.

Analysis by grade (Table 17 in Appendix 3) appears to show positive results for BAME staff entering HMRC, but again, only 126 entrants are being considered here, so once split by grade the numbers being considered are very small. This means that whilst it initially may seem very surprising that no new AA staff were

BAME, it's likely that very few staff were hired at all.

Conversely, this means in the grades where some of the new entrants are BAME, they account for a larger proportion than we may expect (e.g. 25% of new Officers are BAME, compared to 7.57% of current staff).

There were no BAME new entrants at grades SO, Grade 6 and SCS. Again, this is largely down to low recruitment numbers and various specialist recruitment schemes not running any recruitment exercises during the reporting period.

A breakdown of new entrants by regional office (Table 18 of Appendix 3) shows that none of the new entrants were BAME staff in 9 of the 13 UK regions. The same caveat applies as above though, with very few new entrants being recruited at all, and overall a greater proportion of entrants were BAME compared to current staff levels.

Yorks and Humber had the greatest proportion of BAME entrants, with a quarter at 25%, well above their current proportion of BAME staff at 9.42%. London had the second greatest proportion of BAME entrants at 18.64%, although this is actually below current BAME staff levels of 32.77%.

The other two regions who had any BAME entrants, both had a greater proportion than current staff levels (7.69% entrants compared to 5.86% current BAME staff for East and 12.50% to 1.82% for North East).

4. Applicants for employment

See Appendix 4: Tables 19-20

4.1 Generalist External Recruitment

We recruit staff on three types of contract: Permanent, Fixed-Term Appointment (FTA) and Temporary Fixed-Term Appointment (TFTA). FTAs are recruited under the Civil Service full, fair and open competition rules and can be recruited for any length of time up to two years. TFTA appointments cannot last (or extend) more than 11 months and candidates do not have to be recruited under full, open competition.

It is mandatory for all HMRC staff to complete a diversity awareness session as part of their interview training before sitting on external recruitment interview panels. The diversity awareness session specifically covers race discrimination and the requirements of the Race Relations Act. Further, the interview training itself covers the requirement to treat all applicants fairly and to select solely on the basis of merit.

We collect comprehensive data on applicants for employment and our results and analysis covers all external recruitment campaigns started after 1 April 2009 and completed before 31 March 2010. The data is broken down into the different stages of the recruitment process, by main ethnic group - see Table 19, Appendix 4.

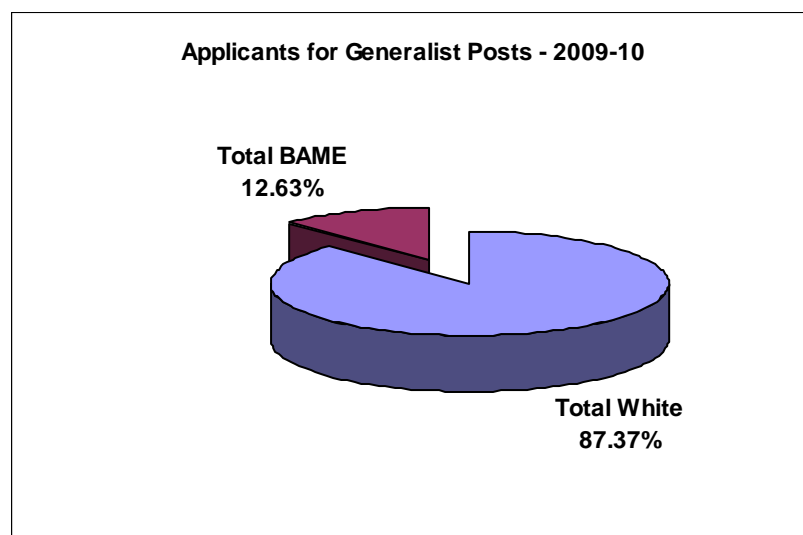
Grades AA – O are recruited using the online World Careers Network system on which BAME data fields are compulsory. The data for the recruitment of these grades is therefore comprehensive.

Declaration Rates 09/10

Total	Known ethnicity	Unknown ethnicity
1321	1299	22
100.00%	98.33%	1.67%

Total external applicants for generalist posts (AA-O Grade) where ethnicity is known 2009-10

Criteria	Total	Total White	Mixed	Asian	Black	Chinese or Other	Total BAME
Total applicants	1299	1135	20	67	47	30	164
	100.00%	87.37%	1.54%	5.16%	3.62%	2.31%	12.63%



Overall, the proportion of BAME external applicants for generalist positions was over one and a half times greater than the current proportion of BAME. Staff (12.63% to 7.50%). Each of the four BAME subsets saw a greater proportion of applicants than current proportions of respective BAME staff. Relatively, the most marked difference was with Chinese or Other applicants, who accounted for over five times as great a proportion of applicants than current staff (2.31% to 0.42%). The greatest proportion of BAME applicants were Asian, at 5.16% of total applicants, or just over 40.9% of all the BAME applicants.

Total successful external applicants for generalist posts (AA to O grade) where ethnicity is known 2009-10
(includes Offer rejected, Take up duty, future starters and rejected after Merit list expired)

Criteria	Total White	Mixed	Asian	Black	Chinese or Other	Total BAME
Successful applicants	89.80%	1.02%	3.06%	2.04%	4.08%	10.20%

Overall, the proportion of BAME staff who were successful applicants was about four fifths, or 80% as great as the proportion of BAME applicants (10.20% to 12.63%). Of the 4 BAME subsets, only Chinese or Other staff accounted for a greater proportion of successful applicants than total applicants (4.08% to 2.31%). Proportionally, the other 3 subsets all saw similar drops in proportion of staff between total applicants and successful applicants.

Black staff saw the largest decrease, accounting for only 56.4% as great a proportion of successful applicants compared to total applicants (2.04% to 3.62% in actual terms).

A noticeably larger proportion of BAME applicants than White seemed to be rejected after minimum criteria, relatively over 30 times as much (5.49% to 0.18%).

This might be partially explained by the smaller number of BAME applicants being considered distorting figures somewhat, but probably not completely (for example, Mixed applicants had none rejected at this stage, but the figure was fairly consistent over the other 3 BAME subgroups).

Rejection after situational sift was fairly consistent across all staff, with at least 70% of applicants rejected here by White and all BAME subgroup applicants.

Overall, a greater proportion of BAME applicants took up duty than White applicants (3.66% to 3.00%).

This figure varied widely between the BAME subgroups, with only Chinese or Other applicants actually having a greater proportion of applicants end up taking up duties than White applicants.

But this was 13.33% of all Chinese or Other applicants, over four times as great a proportion of White applicants who ended up taking up duties.

In contrast, Mixed applicants ended up having nobody taking up duties. Although again the small number of applicants being considered here could explain this.

4.2 Specialist External Recruitment

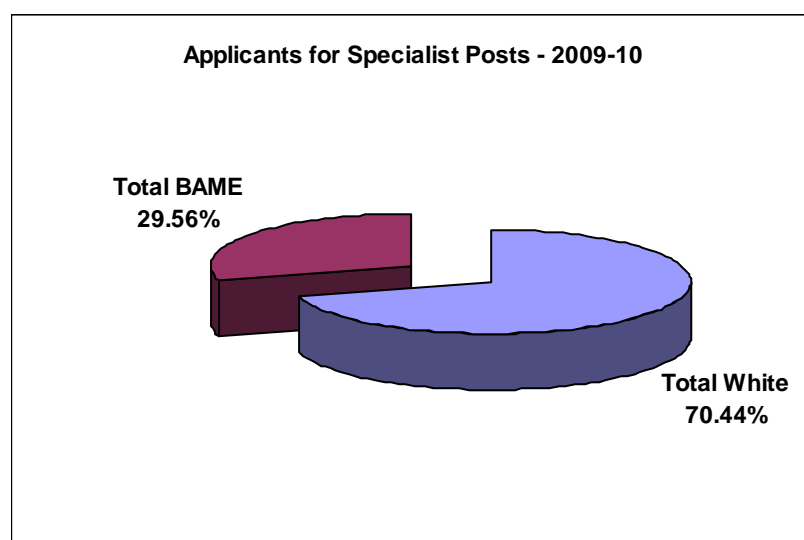
For specialist vacancies (more senior grades) such as Accountancy, IT and Estates specialists we use a paper-based process and the provision of BAME data is subsequently less reliable. Furthermore we believe that there are issues over the completeness of the specialist data. Specialist external recruitment has not been included in the report in previous years and although we are aware that it does not have the reliability of the generalist data, it has been included again this year in order to provide a fuller picture of external recruitment in HMRC (See Table 20 of Appendix 4).

In 2009-2010, BAME applicants accounted for 29.56 of all applications for specialist posts where ethnicity is known.

Declaration rates for 09/10

Total	Known ethnicity	Unknown ethnicity
1256	1211	45
100.00%	96.42%	3.58%

Criteria	Total	Total White	Mixed	Asian	Black	Chinese or Other	Total BAME
Total applicants	1211	853	27	210	88	33	358
	100.00%	70.44%	2.23%	17.34%	7.27%	2.73%	29.56%



Total successful external applicants for specialist posts where ethnicity is known 2009-10

(Includes Offer rejected, Offer accepted, future starters and rejected after Merit list expired)

Criteria	Total White	Mixed	Asian	Black	Chinese or Other	Total BAME
Successful applicants	93.94%	-	6.06%	-	-	6.06%

Overall, the proportion of BAME staff who were successful applicants was only about one fifth, or 20% as great as the proportion of BAME applicants (6.06% to 29.56%).

None of the 4 BAME subsets accounted for a greater proportion of successful applicants than total applicants, only Asian staff had any successful applicants at all (6.06% of all applicants with known ethnicity).

This means BAME applicants accounted for 6.06% of successful applicants for specialist posts, a lower proportion than current overall BAME staff within HMRC (6.06% to 7.50%).

A noticeably larger proportion of BAME applicants than White seemed to be rejected after minimum criteria, relatively almost 4 times as many (9.50% to 2.46%).

This might be partially explained by the smaller number of BAME applicants being considered distorting figures somewhat, but probably not completely (for example, Black applicants had a smaller proportion of applicants ejected at this stage than White staff, but the figure was consistently much larger over the other 3 BAME subgroups).

Rejection after sift was fairly consistent across all staff, with around 70% of White and BAME applicants rejected here.

Mixed applicants were the only BAME subgroup to have a lower proportion of applicants rejected here than White applicants (59.26% to 67.76%), although this is offset by their higher rejection level at the minimum criteria stage.

Overall, almost five times as great a proportion of White applicants took up duty compared to BAME applicants (2.81% to 0.56%).

As mentioned, of the 4 BAME subgroups only Asian applicants had any offers accepted at all.

There were also no BAME future starters or offers rejected, indicating no offers were made to any BAME applicants at all, although around 10% of applicants from each BAME subset did withdraw at some point in the process.

In last years report we committed to completing an EQIA on our External Recruitment process. In view of the embargo upon external recruitment this policy was no longer viewed as a priority and there are no plans for the completion of an EQIA this financial year.

We also committed to significantly improve collection of data on the specialist recruitment process (using the WCN system). This was not taken forward due to the advancement of our Next Generation HR project and e-resourcing. E-resourcing will provide comprehensive stats for all campaigns we run from the summer 2011.

4.3 Graduate Recruitment Programme

This programme recruits for specialist and management posts in HMRC and is open to external applicants with a degree and internal applicants with or without a degree. All applicants, whether internal or external, go through the same application process. We did not run a programme in 2009/10.

Following the 2008/09 Graduate recruitment process we analyzed candidate scores of each assessment centre exercise and broke these down to individual competence scores to identify any adverse impact on BAME groups. Initial indications show that there was no adverse impact.

5. Applicants and Recipients of promotion

See Appendix 5: Table 21

5.1 Permanent Promotions

Following a review of our policies and processes relating to internal vacancy filling, to align with Civil Service English Regions (CSER) we published revised guidance for all staff in July 2010.

All vacancy holders and selectors must have completed the HMRC online Diversity & Equality training before taking part in any selection process and this must be refreshed every three years.

We have integrated vacancy filling for all grades AA to G6 and are taking a robust approach to assuring that the priority order for filling vacancies is adhered to, and to monitor equality aspects.

We have started work on an EQIA into internal vacancy filling process and will continue to consult with DTUS and other key stakeholders.

Ethnicity of Permanent Promotions 2009-2010 grade AA to grade 6

Higher proportion than equivalent value in 08/09						
Lower proportion than equivalent value in 08/09						
Overall representation for comparison	92.50%	0.89%	4.78%	1.41%	0.42%	7.50%

Year	White	Mixed	Asian	Black	Chinese or other	BAME
2009/10	90.35%	1.36%	6.11%	1.63%	0.54%	9.65%
2008/09	93.89%	1.02%	3.95%	0.74%	0.39%	6.11%

Proportionally, BAME staff accounted for almost 60% greater a proportion of internal recruitment promotions than last year. All of the 4 BAME subgroups accounted for a greater proportion of internal recruitment promotions than last year. The greatest rise was amongst Black staff, who accounted for more than double the proportion of internal recruitment promotions than last year so we have made good progress. BAME staff also accounted for a greater proportion of internal recruitment promotions given that the current staffing level of BAME staff for AA-G6 is 8.13% and the ratio is higher than you would expect at 9.65%

Permanent promotions broken down by grade and main ethnic group

2009/10						
Promoted to Grade	White	Mixed	Asian	Black	Chinese or other	BAME
AO	94.25%	-	3.45%	2.30%	-	5.75%
O	81.60%	2.45%	13.50%	1.84%	0.61%	18.40%
HO	90.24%	0.49%	5.37%	2.93%	0.98%	9.76%
SO	95.24%	-	4.76%	-	-	4.76%
G7	92.37%	3.05%	3.05%	0.76%	0.76%	7.63%
G6	97.78%	2.22%	-	-	-	2.22%
Total	90.35%	1.36%	6.11%	1.63%	0.54%	9.65%

2008/09						
Promoted to Grade	White	Mixed	Asian	Black	Chinese or other	BAME
AO	92.23%	0.80%	6.18%	0.80%	-	7.77%
O	95.20%	0.84%	3.12%	0.48%	0.36%	4.80%
HO	93.15%	1.23%	4.75%	0.88%	-	6.85%
SO	94.33%	1.19%	2.69%	0.90%	0.90%	5.67%
G7	93.56%	-	2.97%	1.49%	1.98%	6.44%
G6	94.19%	4.65%	1.16%	-	-	5.81%
Total	93.89%	1.02%	3.95%	0.74%	0.39%	6.11%

Despite the overall improvement in the level of successful internal recruitment promotions, when split by grade BAME staff performed better than the previous year in 3 and worse in 3.

There doesn't seem to be any noticeable pattern. It is worth noting that the numbers involved at the higher grades are much smaller so more prone to greater fluctuations. The most noticeable increase is at O level, with BAME staff accounting for nearly four times as great a proportion of internal recruitment promotions than the previous year (18.40% compared to 4.80%).

Proportionally, the largest decrease came at G6, with BAME staff accounting for well under half the proportion of internal recruitment promotions this year compared to last year (5.81% to 2.22%).

The Internal Audit Review that was planned for 2009/10 did not take place due to the further changes in policy i.e. revisions to the Filling Vacancies Priority Order and the introduction of Civil Service English Regions.

Table 21 of Appendix 5 breaks the data down further into all ethnic groups by grade.

5.2 Head of Accountancy Profession (HOAP) internal recruitment programme

Due to funding restrictions, no formal recruitments were carried out for the Department's Accountancy Training Scheme in 2009/10. This did not preclude the possibility of recruitment in future years.

The HOAP Office historically advertised for new trainees on an annual basis with an advert appearing on the HMRC Job-site, as well as being advertised on the People Function site and Accountants site. Training opportunities were open to staff in AA to HO grades, including those on career breaks. The minimum training grade is Officer. Staff in substantive grades of Officer or above remained at their current grade whilst successful applicants in AO and AA grades were temporarily promoted to O grade in recognition of the duties they would be expected to undertake as a trainee accountant.

Going forward, it is anticipated that training opportunities will only be available on a substantive basis, i.e. O and HO grade. Jobs will be advertised on the Job Journal and through the VOA intranet site.

As trainees reach the mid point of their studies (at around 18 months), advancement reviews are held for those trainees at the O grade to be considered for HO advancement (where support is given by their line managers).

6. Filling Vacancies in senior management grades (6&7)

See Appendix 5: Table 22-23

6.1 The Grade 7 Gateway

The Grade 7 Gateway assessed the readiness of Higher (HO) and Senior (SO) Officers for promotion to Grade 7. The system was under review in 2009 and as a result Business Units were not asked to provide new nominees. Only two assessment centres were run in 2009-10 to assess Fast Programme trainees, a few remaining nominees from 2008-09 and people already temporarily promoted to Grade 7 jobs on the condition they pass the Gateway. For 2008-09, each Business Unit had been allocated a set number of places proportional to the size of the Unit and provided nominees to fill those places.

Successful nominees at the Assessment Centre were awarded a 'Grade 7 ticket'. Being a ticket holder enabled the HO/SO to apply for or be assigned to Grade 7 posts but was not in itself a guarantee of promotion to Grade 7. In total there were 47 candidates, with final results for a further 20 near miss candidates.

Grade 7 Gateway candidates and successes 2009/2010						
	Total White	Mixed	Asian	Black	Chinese or other	Total BAME
All applicants	94.00%	6.00%				6.00%
Successful applicants	94.44%	5.56%				5.56%

In 2009/2010, the ethnicity declaration rate for applicants to the Grade 7 Gateway was 74.63%.

The percentage of candidates who attended the Gateway in 2009/10 who were BAME was 6.0%, which is higher than the level of Senior Officers (the feeder grade to the Gateway) in HMRC who are BAME (3.95%). It should be noted that the numbers involved are very small (also see Table 23 in Appendix 5).

Compared to 2008/2009, the percentage of BAME candidates at the Gateway in 2009/2010 decreased slightly from 6.3% to 6.0%. The percentage of candidates who successfully passed the Gateway who were BAME also decreased from 6.0% in 2008/2009 to 5.56% in 2009/2010.

The numbers involved are not sufficiently high to give a breakdown by Line of Business.

The Grade 7 Gateway has since been replaced by a new system of Grade 7 Progression from June 2010.

6.2 Solicitor's Office Internal Recruitment

During the summer of 2009/2010, Solicitor's Office held an internal grade 7 to grade 6 advancement exercise for staff with the appropriate professional legal qualification.

The table below shows the percentage of applicants and successful applicants for BAME and White staff.

Solicitor's Office Grade 7 – 6 Promotion Exercise 2009

	Total White	Total BAME
Total Applicants	75.00%	25.00%
Successful applicants	80.00%	20.00%

As with the previous year, this was a small campaign. Given the small numbers of staff involved the 5% difference between the 'total' and 'successful' percentages is minimal. There appears to be no particular trend to these figures. An increase of one further successful BAME individual would have increased the percentage to greater than that for total BAME applicants.

7. External recruitment and internal promotion to the SCS

See Appendix 5: Table 24

General - Appointments to the SCS are made through internal promotion, from other Civil Service Departments and by direct external recruitment.

The current percentage of BAME staff in the SCS based on known ethnicity is 2.7% which is a small reduction compared to 3.6% in 2008/2009.

7.1 Cabinet Office Fast Stream – Applicants joining in 2009/2010

The data covers both the Cabinet Office Fast Stream who are recruited by the Cabinet Office and assigned to HMRC and the Management Fast Track who are recruited via the department's own graduate recruitment campaign. Both follow the same 4-year programme, which aims to develop the trainees to success at grade 7 within 4 to 5 years with the potential for a continued career with the Senior Civil Service (SCS). The tables below refer to the trainees joining the Programme in 2009 - 2010. Whilst this is a small pool of 20 people, the number of applicants with a known ethnicity has risen from 48% in the previous year to 75% in 2009/2010. Both internal and external applicants for the programme are put through a selection process administered by Cabinet Office. The tables below refer to HMRC's allocation of successful Fast Stream candidates from Cabinet Office, there is no inference that the figures below are representative of the Fast Stream programme overall.

Known ethnicity	Choose not to declare	Not Known	Total 2009/2010
15	1	4	20
75%	5%	20%	100%

Percentage of appointees to Fast Stream Programmes 2009-10					
Total White	Mixed	Asian	Black	Chinese or other	Total BAME
73.33%	13.33%	6.67%	-	6.67%	26.67%

Departures from the programme occur in one of three principal ways

1. Success on the Fast Programme - defined by trainees successfully reaching Grade 7
2. Unsuccessful trainees - those who have either failed at the Grade 7 Gateway or have been exited off the programme
3. Transfer to another government department

The FS programme is cross government and therefore susceptible to movements between departments.

21 of the 27 Fast stream members departing the fast stream programme in the year declared their ethnicity. This is sufficient to record:

- All BAME Candidates that attended the Gateway in the year were successfully progressed to Grade 7.
- No BAME members withdrew from the programme or transferred to another OGD during the year.

The data set below sets out the departure rates for Fast programme members, but again this needs to be viewed relative to the small numbers of people involved.

HMRC Fast Streamers who left the programme in 2009-10

Known ethnicity	Unknown ethnicity	Total
21	6	27
77.78%	22.22%	100.00%

Reason	White	BAME
Successful at Gateway and promoted to G7	91.67%	8.33%
Failed Gateway or withdrew from the programme	100%	-
Transfer to OGD	100%	-

7.2 SCS Leadership Gateway

The SCS Gateway programme has now ended; no SCS Gateways were held during 2009/10. SCS Gateway candidates who scored just below the pass mark at the 2008/09 SCS Gateway were given the opportunity to complete a development plan and a small number of successful candidates from this process completed their reports and were awarded Gateway tickets during 2009/10.

Progression to the SCS is now integrated into the vacancy filling process and aligned to the Civil Service English Regions programme which requires all posts to be advertised on promotion. Candidates selected at the sift stage complete an Independent Psychometric Assessment (IPA) which tests the candidates suitability to perform at SCS level and is used to inform the interview panel's decision.

The Smarter Government agenda requires HMRC to reduce the number of SCS posts by 20% by 2013/14. As a result our recruitment and progression opportunities within and into the SCS will be severely limited and it is unlikely that HMRC will meet its target of 5.1% BAME staff in SCS by March 2011.

7.3 Talent Management ~ Future SCS Programme

Grade 6/7s with exceptional potential to succeed to SCS level in the future are invited to nominate, after discussions with their manager, for HMRC's National Talent Pool (NTP). These nominations are filtered by HR Directors and Business Directors to establish those people with the greatest potential to progress quickly and those who are likely to need a little longer. Those who would benefit most from a significant period of development with the support and help of the centre, to turn their potential into capability and competence, are accepted onto the NTP. Those whose development is expected to take longer are accepted onto Local Talent Pools but may progress into the NTP in due course.

Staff in the National talent Pool are provided with opportunities to support their development starting with a two part Career Development Centre (CDC). The CDC uses psychometric tools (Potentia and MBTI) to look at long-term potential and self awareness, essentially looking at the sort of operational environment in which they would be best suited in the long-term and what their preferred operational style is. The intention is that by the end of this first part they will have a better idea about what makes them tick and be much more self aware. The CDC then goes on to look at the competence and behaviours expected at SCS level and, through peer assessment, compares how they are operating now with how they would need to operate in order to be effective in the SCS. The aim is for them to identify the development gap between the two and to begin planning to bridge it. Pool members are divided into Action Learning Sets (ALS) facilitated by a Set Adviser. The learning sets normally meet five times over the coming year to address the work each set member has done and needs to do to bridge the gap to SCS. Each individual normally has a "stretch assignment" linked to bridging the gap and work on that is the focus at these ALS meetings.

We also provide other Learning interventions. These vary from year to year but typically include:

- Coaching
- Mentoring
- Strategic Dexterity
- Communications skills
- Personal Impact and Presence, and
- Other individual learning interventions

We run an annual conference for all members of NTP aimed at addressing current issues within HMRC as well as having regular meetings with pool members and their managers to monitor progress and provide support. Formal progress reports are made by managers to the National Talent Forum at least once a year.

The table below shows that in 2009/10 11.11% of successful nominations for the NTP were for BAME staff which is higher than the proportion of grade 6 & 7 BAME staff in HMRC (9.4%). This is an increase on the previous year when 6.12% of people entering the National Talent Pool were BAME staff.

Successful Nominations to the National Talent Pool 09/10

	White	BAME
National Talent Pool	88.89%	11.11%
All G6 & 7	90.6%	9.4%

Successful Nominations to the National Talent Pool 08/09

	White	BAME
National Talent Pool	93.88%	6.12%
All G6 & 7	95.36%	4.64%

During the previous year we identified two action points relevant to the National Talent Pool and BAME that should be addressed during 2009/2010:

Action Point 1: Completion of the consultation on the National Talent Pool EQIA; and findings to be considered.

The EQIA was finalised following consultation and duly published. All parties who contributed were sent a copy of the report. We reviewed this report in August 2010. Our review identified no concerns with regards to our BAME intake of NTP members.

In that regard: Guidance is sent to managers, reminding them to work within Equality & Diversity law/rules, at each intake. We are confident that the entry process post nomination does not discriminate. We have no reason to believe discrimination exists in the nomination stages.

We are however mindful that more can be done to monitor the nomination stage of the programme. Subject to any constraints imposed on the programme by the Comprehensive Spending Review, we may invite nominees for a new cohort in spring 2011. In that event, we will ensure that the process does not dissuade or prevent anyone from being nominated to join the pool on diversity grounds and will look to send out that message very strongly.

The EQIA identified the National Talent Pool had the highest number of BAME members in the following key groups:

	BAME at Aug 10
Known population NTP (all intakes)	10.0%
Known population Grade 6	4.1%
Known population Grade 7s	5.3%
Known Population SCS	3.0%
Known population HMRC	7.4%

Action Point 2: Talent Management Team to work with HMRC Diversity Team to improve data collection processes for the NTP programme.

This action point was raised as we identified gaps in the diversity data held for the NTP programme. We have now put in place measures to address this. We have not had a cohort entering the pool since the measures were introduced, consequently it is too early to report on, or to provide data to support, the effectiveness of these measures.

We actively worked with HMRC's Diversity and Equality team when finalising the programmes EQIA report and in the report review stage. Similarly we will work with HMRC's Diversity and Equality team before we seek nominations for the next intake, but note that no intake is planned during the 2010/2011 year.

8. Appraisal ~ 2008/2009 & 2009/10

See Appendix 6: Tables 29(a)-31(p)

In previous years, final appraisal data has not been available in time to be included in the report for the same year as other sections of this report. This year, however, we are in a position to provide data for the appraisal year 2009-2010 as well as that from the previous year 2008-2009. Reporting a two-year period gives us the opportunity to make a comparison between both years.

2008-2009

Percentage of Appraisal markings for AA to Grade 6 2008-2009						
Marking	White	Mixed	Asian	Black	Chinese or other	BAME
Top	18.79%	15.22%	14.89%	15.96%	18.57%	15.33%
Good	79.49%	81.82%	81.96%	78.80%	78.90%	81.18%
Improvement Needed	0.93%	1.19%	1.05%	3.37%	1.27%	1.51%
No Assessment	0.33%	0.79%	0.76%	0.50%	0.42%	0.70%
No Box Marking required	0.41%	0.99%	1.27%	0.87%	0.42%	1.11%
Formal Poor Performance	0.05%	0.00%	0.07%	0.50%	0.42%	0.16%
Suitable for promotion	30.12%	27.47%	28.55%	29.55%	29.96%	28.69%

2009-2010

Percentage of Appraisal markings for AA to Grade 6 2009-2010						
Marking	Total White	Mixed	Asian	Black	Chinese or other	Total BAME
Top	19.09%	13.55%	15.57%	12.87%	17.27%	14.92%
Good	79.35%	82.15%	82.26%	84.85%	81.82%	82.71%
Improvement Needed	0.89%	2.37%	1.07%	1.88%	0.45%	1.34%
No Assessment	0.35%	0.86%	0.75%	0.13%	-	0.61%
No Box Marking required	0.26%	0.86%	0.20%	-	0.45%	0.25%
Formal Poor Performance	0.05%	0.22%	0.16%	0.27%	-	0.18%
Suitable for promotion	28.92%	24.09%	28.49%	30.70%	38.18%	29.61%

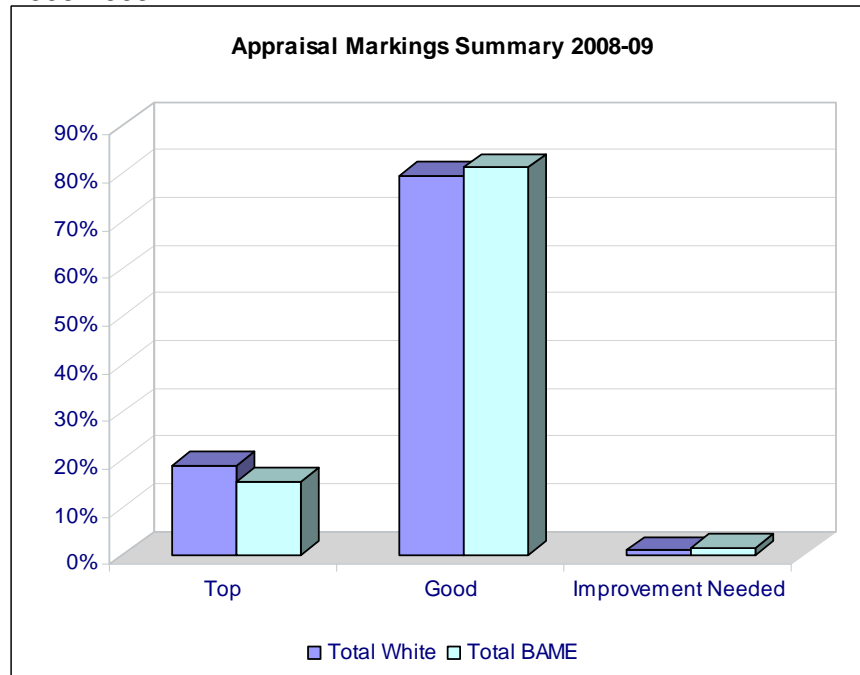
Table 30 in Appendix 6 shows appraisal results for all ethnic groups.

Box Marking

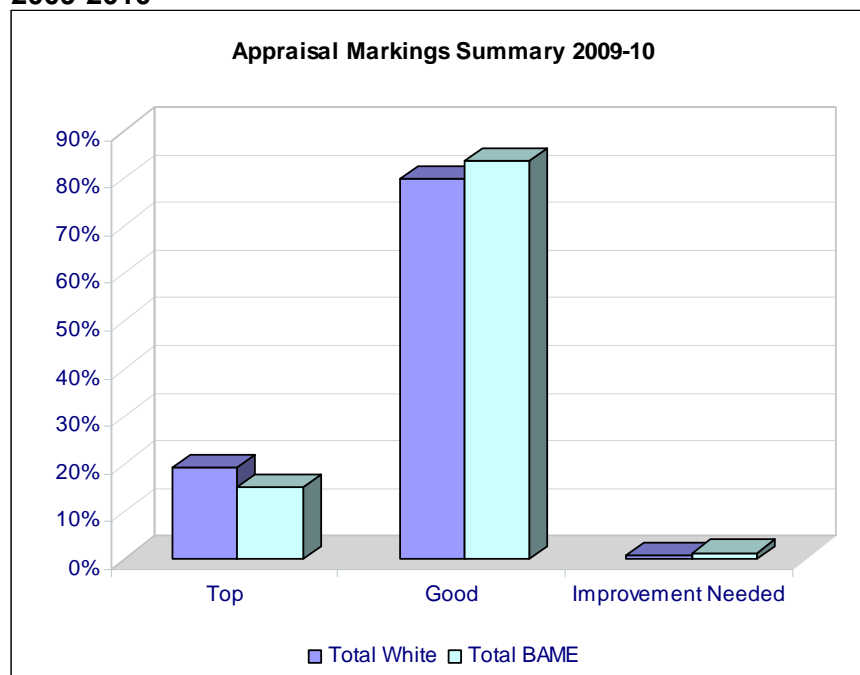
The percentage of both BAME and White staff receiving a Top mark shows a continuing upward trend over the last five years, but with a marginal dip for BAME staff in 2009-10. For BAME staff, the Top mark percentage in 2008-2009 of 15.33% is an increase from the 2007-2008 figures of 14.14%, but drops very marginally in 2009-2010 to 14.92%.

The percentage of White staff receiving a Top mark has continued to increase from 18.11% in 2007-2008, to 18.79% in 2008-2009 and to 19.09% in 2009-2010.

2008-2009



2009-2010



Promotion Marking

The 2008-2009 results show that 30.12% of White staff received a promotion marking compared with 28.69% of BAME staff. In 2009-2010, the percentage fell to 28.92% for White staff, while it increased to 29.61% for BAME staff. The overall results are very similar and follow the trend of earlier years.

In 2009-2010 BAME staff in grades, SO (35.5%), AO (22.3%) and AA (36.9%) received a higher percentage of promotion markings compared to White staff in the same grades (SO 32.6%, AO 33.7% and AA 20.6%). In 2009-2010 both Black (30.7%) and Chinese or other (38.18%) staff received a higher percentage of promotion markings compared to White staff (28.92%). This shows a significant change from 2008-2009 with Black (29.55%) and Chinese or other (29.96%) staff less likely to receive a promotion marking compared to 30.12% of White staff.

Following changes to our internal vacancy filing process, managers no longer assess staff's suitability for promotion on an annual basis as part of the appraisal process. The manager will now assess suitability for a specific vacancy should staff express an interest in a post. So from 2010-11, we will not report on promotion markings.

Summary

The percentage differences between the appraisal marks awarded to White and BAME staff are overall statistically very marginal and do not produce any significant factors for concern.

A full Equality Impact Assessment (EQIA) of the appraisal process was started in 2006-2007 but the data was not available from our online HR system until late 2008-2009. We made the decision that the EQIA would be more comprehensive if it included data from that year. Despite further complications around data availability, we will be in the position to publish the EQIA for formal consultation in December 2010. The EQIA will detail the likely impacts of HMRC's appraisal policy on staff in a range of diversity categories. It will also propose mitigating activity to improve how HMRC promotes equality of opportunity. We will appraise and act on the responses received during the consultation process and publish a final report, which will include an action plan that will monitor our mitigating activity.

Whilst we recognise that progress with the EQIA is disappointing, HMRC wants to continue to ensure that all its employment policies and processes promote equality of opportunity for all staff. Our guidance for this year (2010-2011) encourages managers to raise and promote diversity as part of mid-year discussions with staff. Building on activity in 2009-10, managers and staff should use this opportunity to identify any developmental behavioural activity and record and monitor this formally through the appraisal system.

In 2010-2011, we will launch our Leadership Behaviours for senior leaders, which will be fully rolled out to all staff in 2011-2012. This series of 12 behaviours will be a further tool for managers to measure performance and support development and continuous improvement. The behaviours will make it clear how HMRC expects its staff to act and this includes valuing diversity.

Also this year, we will introduce a Countersigning Officer role in the appraisal system. This role will normally be the manager's manager. The role will play an important part in ensuring consistency of standards across teams, including behaviours.

9. Grievance & Discipline

See Appendix 7: Tables 32(a) – 32(h)

9.1 Grievance Procedures

Following an internal review HMRC introduced revised Grievance procedures on 30 January 2009, this led to all stages of the grievance procedure being handled by local managers with expert advice and support given in the most complex cases. From its introduction, cases are now recorded locally with central statistics collated and maintained centrally to assist identification of trends. Following analysis of the initial data recorded in the early stages there was need for intervention from the centre to address some teething problems with the data, this resulted in some refinement to the 'Grievance log' to improve the data and reduced the number of errors.

Grievance by type 2009/10

Grievance Type	Total	%
Age	5	3.14%
Disability	93	58.49%
Race	7	4.40%
Religion	3	1.89%
Sex	16	10.06%
Other	21	13.21%
Not recorded	14	8.81%
Total	159	100.00%

The overall statistics by grievance type shows the numbers of race related grievances recorded is low when considered against the numbers of people in the department (70,000).

Action Points from the 2009/10 RED Report

Aspect of Report	Section	Action	Timetable
Grievance	9.1	Full analysis of the data collected under the new grievance process to establish any adverse impact on BAME staff	Complete by 31 March 2010

During 2009/10, a full EQIA has taken place on the Resolving Issues procedure, which incorporated the procedures for dealing with Grievance and Bullying &

Harassment. The EQIA looked at the entirety of the procedures and identified a number of recommendations to improve the robustness of the data and to enable positive pro-active action in response to trends identified. In addition, some aspects of the process have been improved i.e. expansion of the grievance test (the test aligns with the list of items that falls under the jurisdiction of an Employment tribunal) following legislation changes and the helpline extended to provide support to all staff including those making a complaint.

There has also been an Internal Audit of the Resolving Issues procedures and the findings and recommendations are currently under consideration; however, the report does not identify evidence or concerns of potential Race discrimination.

9.2 Disciplinary Procedures

See Appendix 8: Table 33

In 2009/10 there were 1379 referrals; however the ethnicity of only 63.46% (844) is known: 749 were White staff and 95 for BAME. A full EQIA commenced following the review of the Discipline and Conduct on 2009. On completion of the EQIA, the results will be considered to establish if there is any adverse impact on BAME groups.

Declaration rate 2009/2010

Outcome	Ethnicity known	Ethnicity Not known
No Further Action	69.78%	30.22%
0 to 3 year written warning	70.72%	29.28%
5 year written warning	69.81%	30.19%
Dismissed	61.96%	38.04%
Resigned	60.00%	40.00%
Awaiting Local or panel action	61.70%	38.30%
Internal Governance Action ongoing	50.00%	50.00%
Total	67.52%	32.48%

The statistics for 09/10 show that the cases where we know the ethnicity, 11.26% of referrals relate to BAME staff, as opposed to 7.5% of BAME staff within the Department as a whole. Of those cases where ethnicity was or is known, a greater proportion of BAME staff were involved at all four levels of disciplinary procedure than the current proportion of BAME staff within HMRC overall (11.26% over all four levels compared to 7.5%). This represents (of staff and cases where ethnicity was known) one and a half times as great a proportion of BAME staff involved in disciplinary procedures compared to actual levels of staff.

The greatest proportion of BAME staff comes at ND with 37.50%, which is all Asian staff, this is potentially due to the small number of cases being considered. Following this is Level 2, with 14.08% of cases involving BAME staff, almost twice as great a proportion as current levels of BAME staff in HMRC. Overall, 3 of the 4 BAME subsets have a greater proportion of staff involved in disciplinary procedures than current staff levels. The exception is Chinese or Other, who account for 0.36% of staff involved in disciplinary procedures compared to 0.42% of all staff. Proportionally the greatest discrepancy is with Black staff, who account for twice as great a

proportion of staff in disciplinary procedures. This means White staff also account for a lower proportion of staff involved in disciplinary procedures than overall staff.

Level	Total White	Mixed	Asian	Black	Chinese or other	Total BAME
Level 0	88.73%	1.88%	5.40%	3.76%	0.23%	11.27%
Level 1	91.04%	1.49%	4.10%	2.99%	0.37%	8.96%
Level 2	85.92%	2.11%	9.15%	2.11%	0.70%	14.08%
ND	62.50%	-	37.50%	-	-	37.50%
Total	88.74%	1.78%	5.92%	3.20%	0.36%	11.26%

Level 0 – No case or no further formal action by Internal Governance or management

Level 1 – Potential Misconduct or awaiting local action

Level 2 – Potential Gross Misconduct

ND – ongoing and not yet defined

Disciplinary referrals – outcomes 2009/2010

Outcome	Total White	Mixed	Asian	Black	Chinese or other	Total BAME
No Further Action	90.14%	1.41%	4.23%	3.94%	0.28%	9.86%
0 to 3 year written warning	91.70%	1.66%	3.32%	2.90%	0.41%	8.30%
5 year written warning	84.85%	6.06%	9.09%	-	-	15.15%
Dismissed	86.49%	0.90%	9.91%	1.80%	0.90%	13.51%
Resigned	81.16%	4.35%	11.59%	2.90%	-	18.84%
Awaiting Local or panel action	85.19%	-	7.41%	7.41%	-	14.81%
Internal Governance Action ongoing	62.50%	-	37.50%	-	-	37.50%
Total	88.74%	1.78%	5.92%	3.20%	0.36%	11.26%

The greatest proportion of BAME staff comes in the 'Internal Governance action ongoing' with 37.50%; which correlates with the ND ongoing category in the first chart above. Following this is resignations, with 18.84% of cases involving BAME staff, well over double the proportion of BAME staff within HMRC.

The outcome involving the smallest proportion of BAME staff is 0 to 3 year written warning with 8.30%, followed by no further action at 9.86%. Mixed (4.35% to 1.78%) and Asian (11.59% to 5.92%) staff both had twice as great a proportion of staff involved in resignations as in disciplinary procedures overall. Generally the proportions of subgroups in each outcome remained consistent with overall proportions involved in disciplinary procedures and HMRC staff levels overall (Asian staff being the largest subgroup, followed by Black, Mixed then Chinese or Other). However, Mixed staff seemed to have a disproportionate amount given 5 year written warnings, at 6.06%, 3 times as great a proportion as the 1.78% of staff involved in disciplinary procedures in total.

Breakdown by Line of Business 2009/2010

Line of Business	Total White	Mixed	Asian	Black	Chinese or other	Total BAME
Benefits & Credits	90.18%	-	8.04%	1.79%	-	9.82%
Business Tax	92.00%	-	4.00%	4.00%	-	8.00%
Corporate Services	90.91%	-	4.55%	4.55%	-	9.09%
Enforcement & Compliance	83.58%	2.92%	7.30%	5.47%	0.73%	16.42%
Personal Tax	91.52%	1.80%	4.63%	1.80%	0.26%	8.48%
Total	88.74%	1.78%	5.92%	3.20%	0.36%	11.26%

We acknowledge there maybe an issue in Enforcement & Compliance as they had over 50% as great a proportion of BAME staff involved in disciplinary procedures compared to the other Lines Of Business; however the other 4 remaining lines of business by and large appears consistent across the piece. This may be due to a number of reasons such as manager's interpretation of guidance, or being more robust in applying guidance. This can be considered as part of the ongoing EQIA and be fed back to Enforcement & Compliance for the item to be considered and possibly carry out a localised EQIA.

EQIA

A full EQIA for misconduct is currently in progress and we plan to publish the report for full consultation by 31 December 2010. Progress of the EQIA has been slower than anticipated, due to internal reorganisation coupled with changes to the discipline procedures introduced May/June 2010. These changes related to the migration of the referral and advice function to PF and role of sponsor being taken on within the business for misconduct and gross misconduct for unauthorised absence and computer misuse - unauthorised access to customer records.

Following a review of decision-making within HMRC, it has been decided to delegate all HR decision making in relation to gross misconduct cases and appeals against dismissal to the lines of business. It was decided managers are best placed to deal with all decision making and that they should be empowered and be accountable to manage and deal with areas of concern and learn lessons to implement change. People Function is working with stakeholders to prepare for this transfer of responsibility and set up a working group to do this as quickly as possible. The EQIA report is to be further updated to take account of the above changes before it goes out for full consultation.

Further analysis by grade is shown in appendix 8 (Table 33). The small numbers make it hard to identify any trends with certainty.

10. Training

See Appendix 9: Table 35

Our Learning programme operates largely on a self-service basis which enables individuals to take responsibility for obtaining their own learning, once a development need has been identified and agreed between themselves and their manager. The amount and type of learning is largely determined by the training requirements of the individual's particular job.

We deliver:

- **Face-to-Face learning** which includes:
Trainer-led classroom based sessions, One-to-one training, Seminars, Conferences, Virtual classroom training, Practical skills training, and
- **Non-Face to face (self-paced) learning** which includes:
E-learning, Self-instruction workbooks and videos.

Face-to-Face courses

Individuals use our Online Learning system to select an event that is convenient for them in time and, where possible, location. They obtain a place on a course by booking directly onto an event. If there is no suitable event they can book themselves onto a waitlist and are notified electronically when additional courses are available. If delegates have specific needs whilst they are attending the training events then these are accommodated by providing suitable dietary considerations, private rooms, prayer rooms, specific equipment etc.

Non-Face to Face learning

This is almost entirely managed by the individual. The individual can book and undertake the learning immediately in the case of e- learning, or wait for a short time for self-study material to be sent to them.

Data Analysis 2009/2010

For 2009/2010 the ethnicity of 68.91% of staff whose training nominations were satisfied has been established. (For 2008/09 this was 64.43%).

The proportions of satisfied nominations for each ethnic group match the overall proportion of staff by ethnicity in HMRC very closely. In 2009/10 7.50% of all staff were BAME as compared to 7.38% of BAME satisfied nominations.

For all groups there has been little change since last year in the percentages of training nominations satisfied within each ethnic group. The largest change from 2008/2009 to 2009/2010 comes from Black staff that shows a reduction of 0.17% in nominations satisfied.

Percentage of training Nominations Satisfied

	White	Mixed	Asian	Black	Chinese or Other	Total BAME
Nominations satisfied in 2008/09	92.58%	0.96%	4.56%	1.47%	0.42%	7.42%
Nominations satisfied in 2009/10	92.62%	0.92%	4.72%	1.30%	0.43%	7.38%
Change in % of nominations satisfied between 2008/09 & 2009/10	0.04%	-0.04%	0.16%	-0.17%	0.01%	-0.04%

Summary table above – See Appendix 9: Table 35 for breakdown.

Table 35 in Appendix 9 shows training nominations broken down by **all** ethnic groups. Analysis of this data has indicated that even when BAME staff are split into further subsets, the proportion of nominations satisfied when compared to actual staff in post numbers for each group remain very close. This demonstrates fairness in the nomination process. The learning undertaken for all groups has increased with the exception of: White and Asian, Bangladeshi, Other Asian, Caribbean and African. However further analysis has indicated that these differences mostly appear to be a reflection of changes in the amount of actual staff within each BAME subset which has had the effect of bringing the % of satisfied nominations for each subset closer to the % of actual staff in post.

Activities within the HMRC Learning Team

Design and Production of HMRC Learning Material

HMRC Learning guidance, policies and procedures on diversity, equality and inclusion continue to be updated and improved and we are pleased to advise that no adverse race issues have been identified in our material. The tables on the following pages provide details of 2009/10 activities of particular relevance to race equality or in support of HMRC's overall diversity equality and inclusion objectives.

Updates of HMRC Learning Design Policy and Guidance

Product	What is it?	Work completed in 2009/2010	Work planned for 2010/2011
Diversity & Equality - A guide for staff in Learning	Practical diversity and equality guide for staff working in learning and development.	Updated and re-published on our intranet in March 2010.	Review to ensure it remains fit for purpose.
HMRC Learning Team Designers Handbook	Online learning package and resources for designers of learning material.	Diversity & Equality section updated and improved. Direct links to HMRC Guidance on Race added.	Currently being reviewed and will possibly be consolidated into the material for our new Training for Learning Professionals Programme (TLP)

Quality Control Learning Material Checklist	Checklist to ensure that all learning material meets our diversity, equality and accessibility guidelines.	We identified that we needed to produce guidelines for the quality control of learning material in terms of diversity, equality and inclusion	Drafted in June 2010 and checked by our central diversity team. These will be used to quality assure learning products designed outside the central HMRC Learning Team.
HMRC Learning Standards	Standards for all aspects of learning development and delivery in HMRC.	The equality and diversity standards have been drafted for consultation.	Standards to be published and used across HMRC.
Author Designer Training	Training programme for our learning designers.	We updated Unit 3 which covers diversity and equality issues and provides guidance on the use of appropriate words and phrases and identifying and removing any content that reinforces stereotyping.	To be reviewed to ensure it remains fit for purpose.
Product	What is it?	Work completed in 2009/2010	Work planned for 2010/11
Diversity, Equality and Inclusion - Key Issues for Learning Professionals	Self study material explaining the importance of diversity, equality and inclusion to a Learning Professional	Drafted content on the legal background to diversity, equality & Inclusion, terms to use and not to use, use of language, use of humour and managing inappropriate behaviour.	Reviewed by our central Diversity team in September 2010 to ensure it was fit for purpose.
Diversity Awareness for HMRC	Our mandatory diversity and equality learning package for all staff.	New section on fair performance appraisal added. Minor updates to advise of the Equality Act becoming law in Oct 2010. A business case for making this package mandatory for all staff was drafted and agreed with HMRC Senior Leaders.	A comprehensive new section on the Equality Act and the new protected characteristics was produced in October 2010 to coincide with the launch of the Act. This will be updated to reflect those parts of the Act due to go live in 2011.
Introduction to Race & Cultural Awareness	Self study guide produced in partnership with our Race Diversity Staff Network.	Updated to include advance information about the Equality Act.	Update in September 2010 to coincide with the launch of the Equality Act.

Diversity on the frontline	Self study package looking specifically at race and cultural issues for our frontline staff.	Product was identified as requiring reviewing and updating to reflect move of some frontline work to UKBA.	Product to be reviewed and updated by 31/01/2011.
EQIA Senior Manager Briefings	One hour face to face briefings delivered to HMRC senior leaders explaining their responsibilities for ensuring EQIA activity is undertaken.	Worked with our Diversity & Equality Team and specialist consultants to produce and deliver a series of sixty minute briefings.	Work to convert the briefing into a standalone PowerPoint presentation available on demand via our intranet.
Equality Impact Assessment Training	One day workshop for staff involved in completing EQIA's.	We have now run six workshops and created a supplementary e learning package to support our EQIA Guidance.	Evaluate and review the workshop to ensure it reflects the new protected characteristics in the Equality Act 2010.

Additional actions completed in 2009-10

We piloted the use of an externally produced Diversity Board game with the HMRC Diversity Staff Network co-ordinators. This contains questions and scenarios from across all the equality strands to facilitate the discussion of diversity and equality issues into learning events, team meetings, workshops etc. In 2010/11, we will be updating the questions and scenarios and advertising availability of the board via our diversity representatives across HMRC.

In partnership with the central HMRC diversity and equality team, we delivered a two day workshop for the coordinators of the HMRC Diversity staff networks. Its aim was to increase coordinator awareness across each of the equality strands and was co-delivered with Emua Ali, one of our specialist equality consultants from Oxford Development Partnership. All participants found the event useful and it has resulted in an even closer working relationship between the Diversity Staff Network coordinators and the HMRC central Learning team.

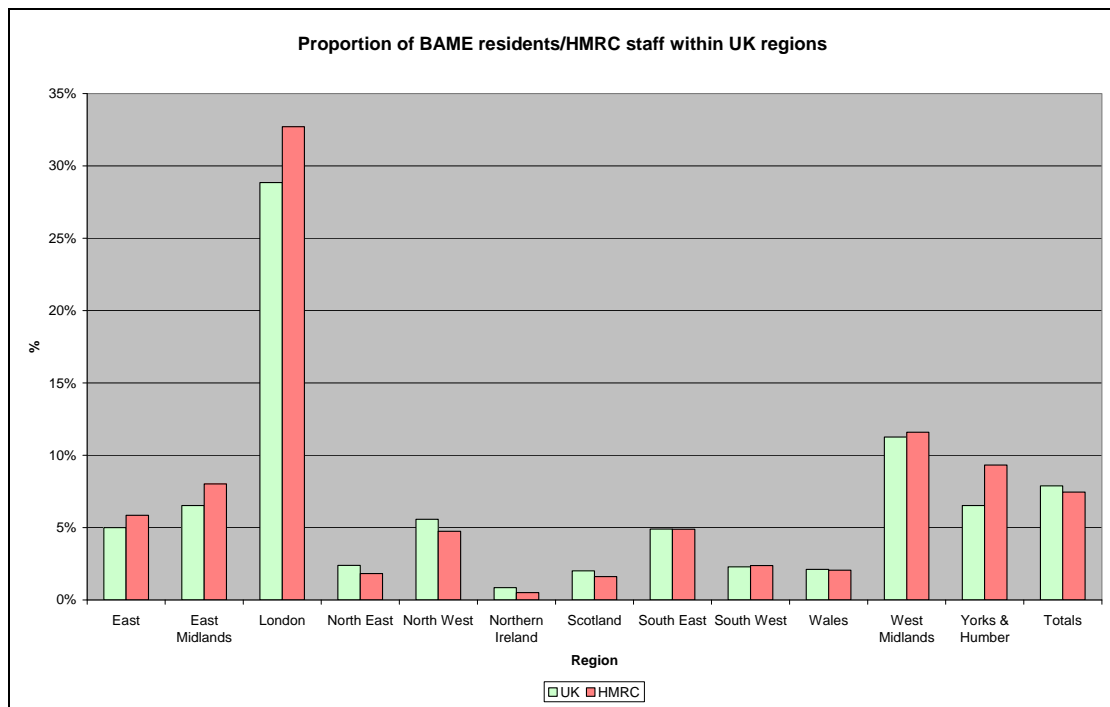
Update on Progress of EQIA's

Initial EQIA's were carried out in 2008/9 on accessibility to learning products, e-learning and administration, all indicated that policies, processes and accessibility were inclusive for all diverse groups.

Further planned EQIA activity was not carried forward due to the changing structure of the learning organisation. The new Civil Service Learning team will conduct initial EQIA's on the policies and processes for the new Civil Service wide team as they are developed.

HMRC will retain responsibility for Departmental specific learning. EQIA activity will be required once the new HMRC learning structure is designed and implemented. This is unlikely to be until 2011/12.

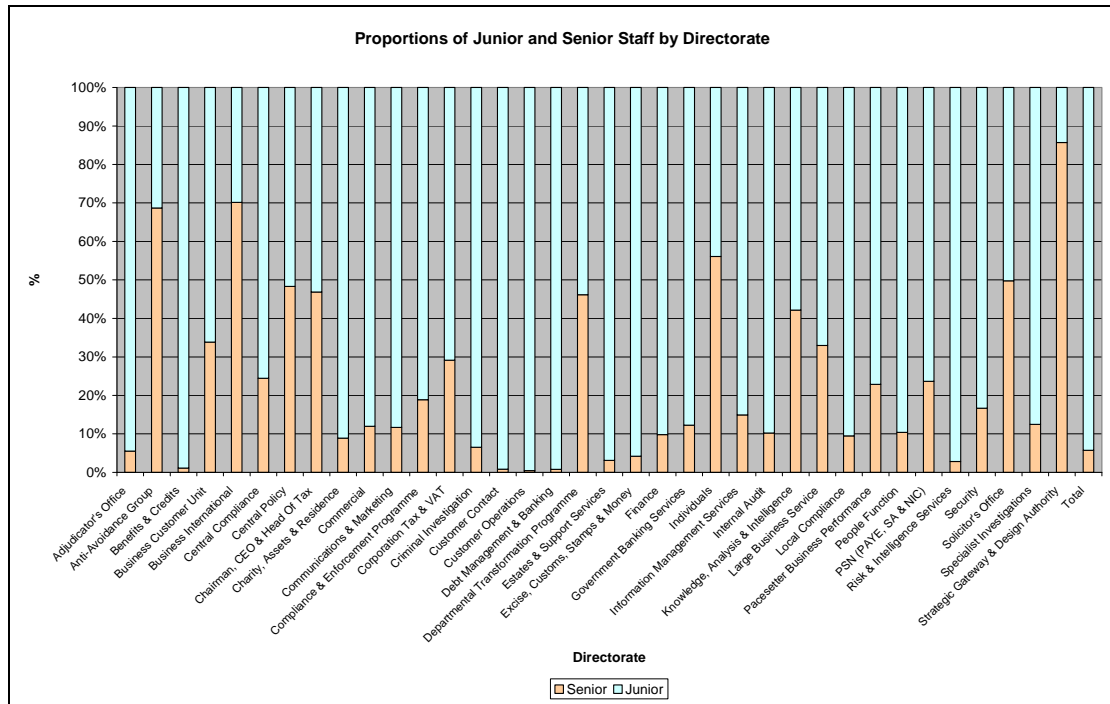
11. Location



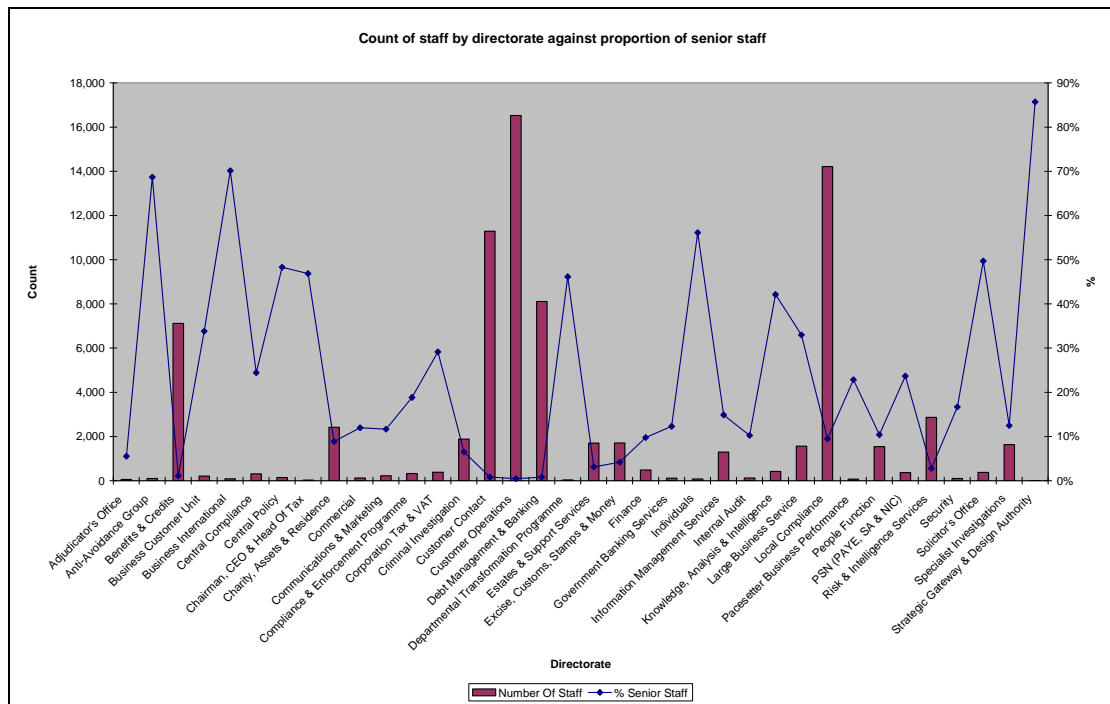
The above chart compares the proportions of BAME staff and residents within locations of the UK. The resident's data is taken from the 2001 UK Census. The total BAME figure for the UK is 7.89%, just above HMRC's 7.50%.

HMRC has a greater proportion of BAME staff than residents in six of the thirteen regions. Eight of the thirteen regions have relatively similar proportions. The biggest difference is within the London region where HMRC employs 3.86% more BAME staff than there are residents.

12. Business Stream



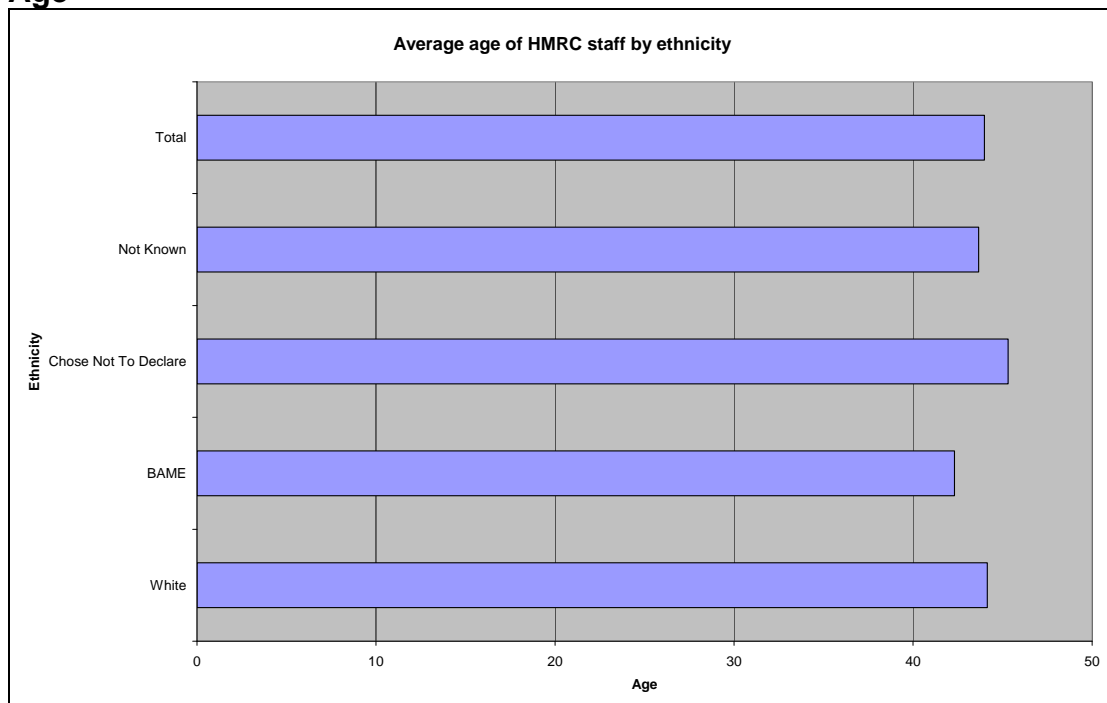
The chart above, illustrates the variety in the positioning of senior figures within HMRC. Taking those within the Fast Track, Grades 7, 6 and SCS to be Senior and all others to be a junior position it reflects the proportions of these two groups each business stream is divided into. Strategic Gateway & Design Authority has the greatest proportion of senior staff with 85.71%, whilst Customer Operations is the converse, with just 0.47% of staff holding senior positions.



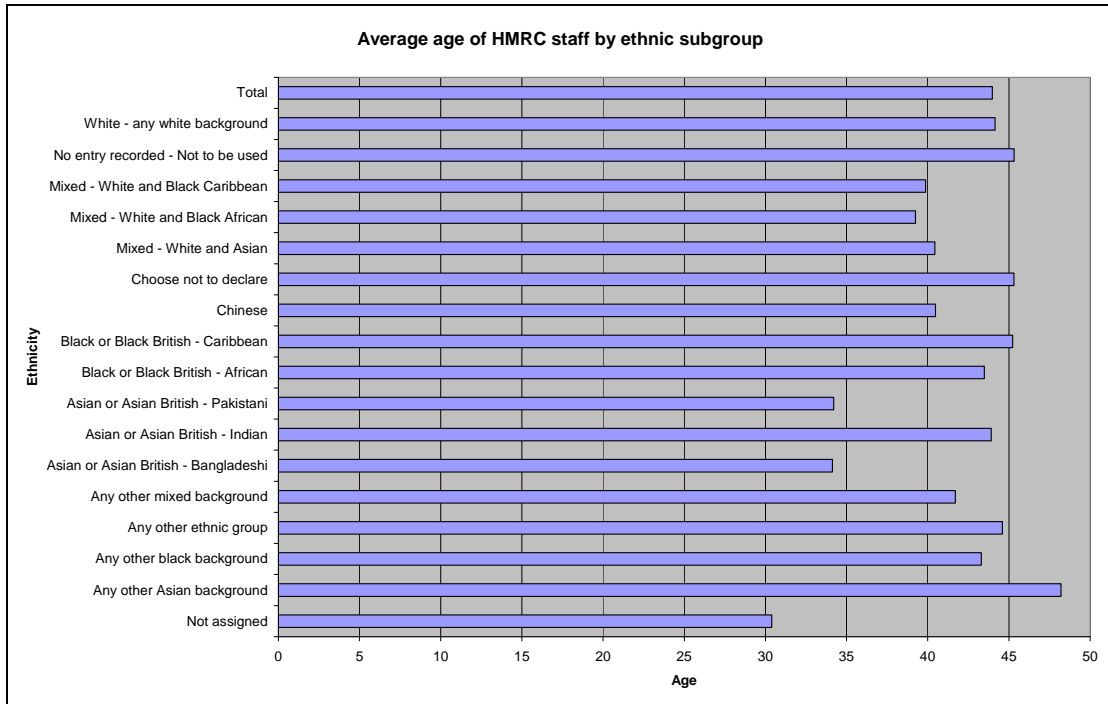
The above graph shows both the business streams size in terms of numbers and the proportion of senior staff within them. It's clear that the majority of staff come from a small number of the thirty-eight business streams. It's also interesting to note that of those visibly larger streams, they also seem to tend towards having lower proportions of senior figures. The correlation evidence provided above is certainly useful, but doesn't take into account the actual size of the groups and its possible these few larger streams with relatively few senior figures could encompass the majority of BAME staff.

13. Age and Length of Service

Age

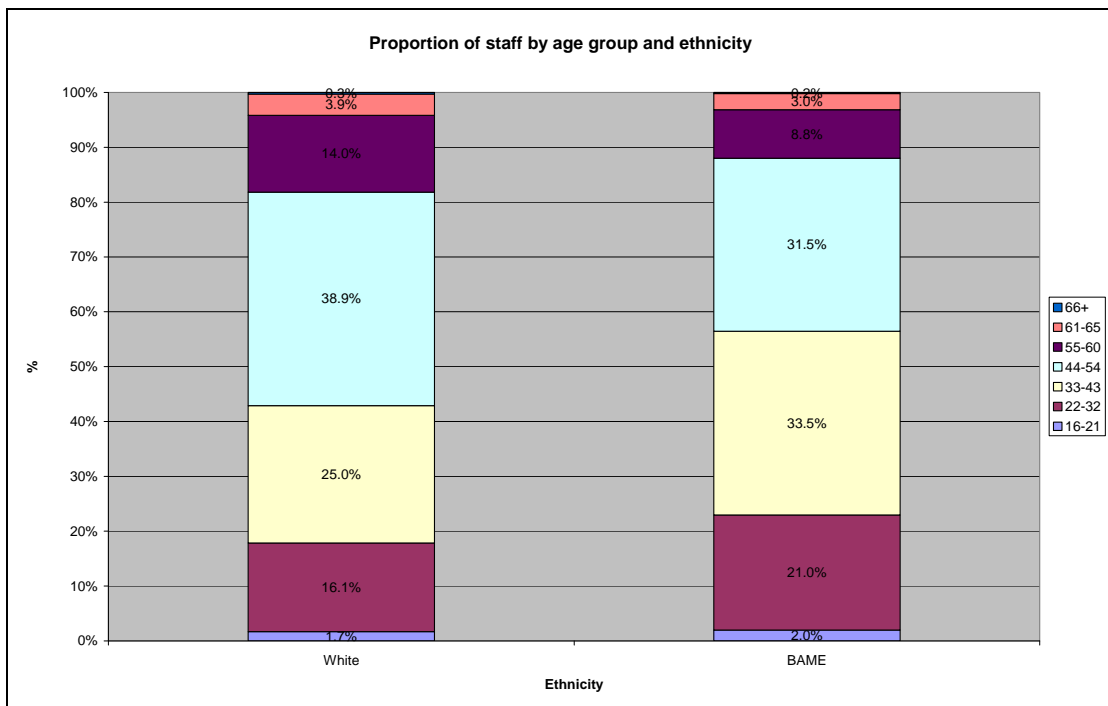


As the above illustrates, the average age of HMRC staff, as of March 31st 2009, is approximately 43 years and 8 months. Of the staff whose ethnicities are presently known, the average age of white staff members is 44 years and 1 month, whilst the average for BAME staff is 41 years and 4 months. Therefore on average staff from ethnic minorities are 2 years and 9 months younger than their white counterparts.

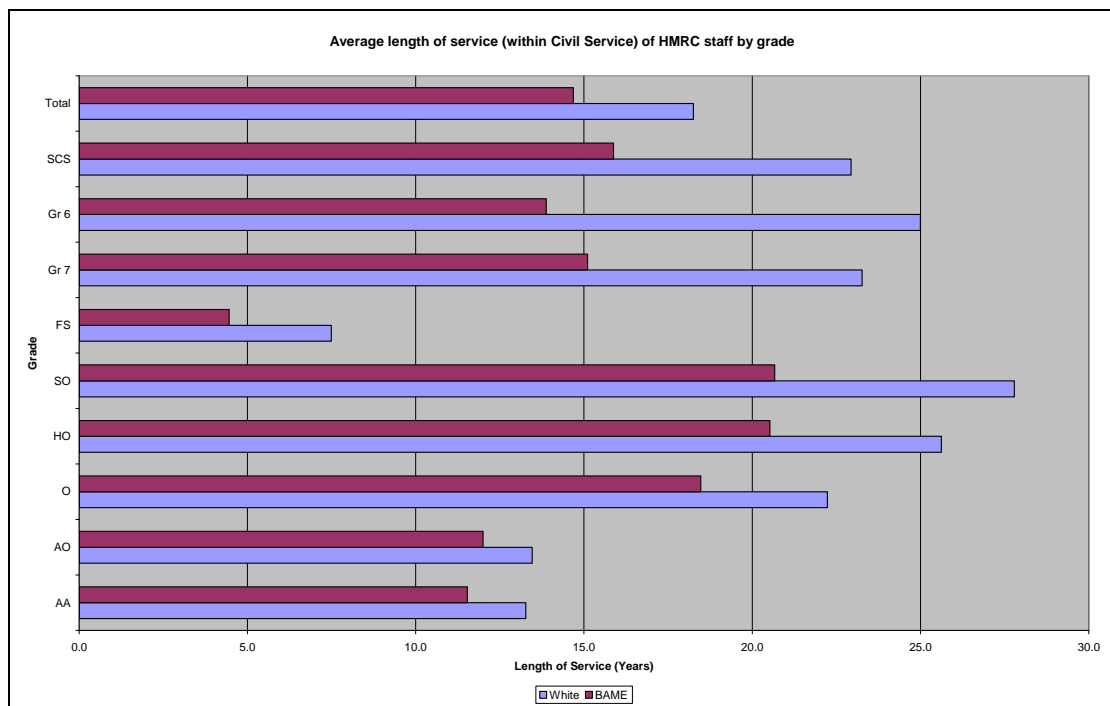
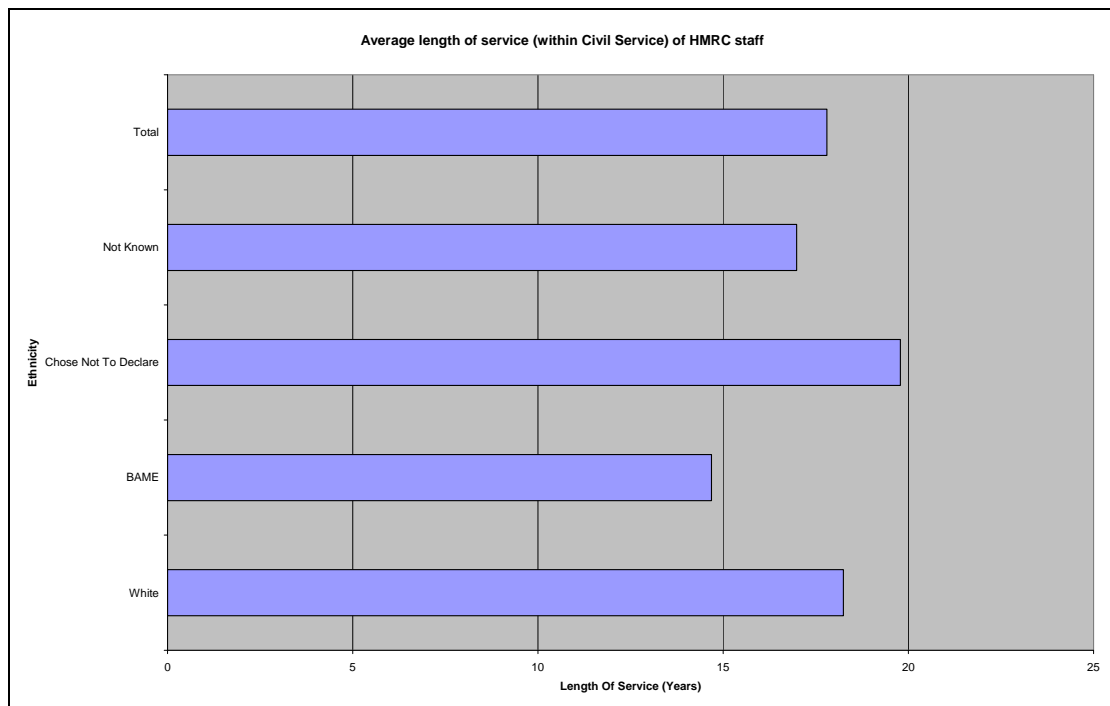


The graph above breaks the average age down further into the ethnic sub groups. This shows that some BAME sub groups are significantly younger than others.

Whilst this may not appear a hugely substantial amount, the difference is highlighted to greater effect in the figure below. When staff are grouped by age, we can see that 56.5% of BAME staff are aged 43 and under, compared to 42.8% of white staff. It will naturally take staff longer to progress to more senior positions so it's possible that at present, generally more white staff have gained the necessary experience to move up to the next grade.



Length of service



Whilst age might be a reasonable indicator of staffs' experience, their length of service is probably a better measure. As the graphs above illustrate, that gap between white and BAME staffs' time within the Civil Service is more pronounced than the difference in ages. White staff have served an average of 18 years and 2 months (16 years 9 months in 2008/09), to BAME staffs' 14 years and 7 months (13 years 7 months in 2008/09), a difference of 3 years and 7 months (3 years 2 months in 2008/09). This presents stronger evidence for white staff likely having accrued more experience in their current post and being in better positions to receive promotions. Obviously they'll then be effectively starting again in their new grade but

by the time (or indeed, if) their BAME colleagues in the previous grade receive a promotion they'll once again already be ahead in terms of experience.

14. Action Plan for the Race Employment Duty Report 2008/2009

In last year's report, key actions were identified to maintain progress and these have been reported on in the appropriate sections within this report.

Below are the key actions which have been identified from the findings of this year's report and on which we will be taking action throughout 2010/2011.

Aspect of Report	Section	Action	Timetable
Diversity declaration rates	2	Increase declaration rates to 90%	Complete by 31 March 2013
Diversity declaration rates	2	Diversity Team to work with Business Units with lowest declaration rates to improve them.	Continue work started and review by 31 March 2011
Diversity declaration rates	2	Continue to involve the Race Champion and Staff Network in a campaign to boost declaration rates	Continue work started and review by 31 March 2011
BAME progression	3.1	Diversity team to work with KAI to analyse the movement of BAME staff through the grades and conduct more detailed analysis to identify barriers to BAME progression	Review by 31 March 2011
New - Internal Vacancy Filling	4.1/4.2	Launch the e-resourcing online recruitment tool across HMRC. This tool will enable us to more accurately monitor all stages of the Filling Vacancies process.	By Summer 2011

Aspect of Report	Section	Action	Timetable
Internal Vacancy Filling	5.1	Completion and publication of EQIA consultation document Full EQIA consultation document to be published.	December 2010
Internal Vacancy Filling	5.1	Take steps to revise our internal Filling Vacancies guidance to reflect feedback received on the initial EQIA consultation document.	December 2010
Internal Vacancy Filling	5.1	Launch the e-resourcing online recruitment tool across HMRC. This tool will enable us to more accurately monitor all stages of the Filling Vacancies process.	Summer 2011
SCS	7	Target of 5.1% BAME staff in SCS by March 2011	Work from now to achieve by 31 March 2011
Appraisal	8	Completion and publication of EQIA consultation document	By December 2010
Appraisal	8	Use findings of the EQIA to review guidance and strengthen equality messages to managers and staff	Review by 31 March 2011
Disciplinary procedures	9.2	Complete EQIA and consider results to establish any adverse impact on BAME groups	Complete EQIA by 31 March 2011

15. Contact point for further enquiries:

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Table 1: - Breakdown of staff by all ethnic groups

White	Mixed				Asian or British Asian				Black or Black British			Chinese or other	
Any white background	White and Black Caribbean	White and Black African	White and Asian	Other Mixed	Indian	Pakistani	Bangladeshi	Other Asian	Caribbean	African	Other Black	Chinese	Other ethnic group
50779	84	59	138	205	1783	524	110	205	440	319	17	114	117
92.50%	0.15%	0.11%	0.25%	0.37%	3.25%	0.95%	0.20%	0.37%	0.80%	0.58%	0.03%	0.21%	0.21%

Notes:

1. Indian staff account for over 3 times as great a proportion (3.25%) of BAME staff as the closest subgroup (Pakistani at 0.95%). This means relatively Indian staff account for 43% of all BAME staff.
2. Only two other subgroups account for more than 0.5% of all staff with known ethnicity (Caribbean with 0.80% and African with 0.58%).
3. Other Black is the least represented subgroup, with 0.03% of all staff with a known ethnicity.

Tables 2 (a) and (b): Staff in Post yearly comparisons – 2008/2009 and 2009/2010

(a) Ethnicity declaration rates for HMRC staff

2008-09	Total Staff	Ethnicity Known	Choose not to declare	Ethnicity Not Known
	90,650	58,531	3,914	28,205
%	64.57%	4.32%	31.11%	
2009-10	Total Staff	Ethnicity Known	Choose not to declare	Ethnicity Not Known
	79,634	54,894	3,697	21,043
%	68.93%	4.64%	26.42%	

Notes:

1. The overall number of staff has decreased significantly over the last year, by over 11,000. This means, in terms of actual staff, all three categories have decreased their numbers.
2. Proportionally though, the number of staff whose ethnicity is known and those who've chosen not to declare have both increased.

(b) HMRC staff – known ethnicity

2008-09	White	Mixed	Asian	Black	Chinese or other	Total BAME
	54,181	512	2,792	804	242	4,350
92.57%	0.87%	4.77%	1.37%	0.41%	7.43%	
2009-10	White	Mixed	Asian	Black	Chinese	Total BAME
	50,779	486	2,622	776	231	4,115
92.50%	0.89%	4.78%	1.41%	0.42%	7.50%	

Notes:

1. Due to the drop in staff numbers overall, the same applies as above, in that in terms of actual staff numbers all 5 ethnic subgroups have decreased in size.
2. However, as mentioned previously, all four BAME subgroups have increased in terms of proportion of staff they account for.

Table 3: Staff in Post - breakdown of Black and Ethnic Minority groups at 31 March 2010

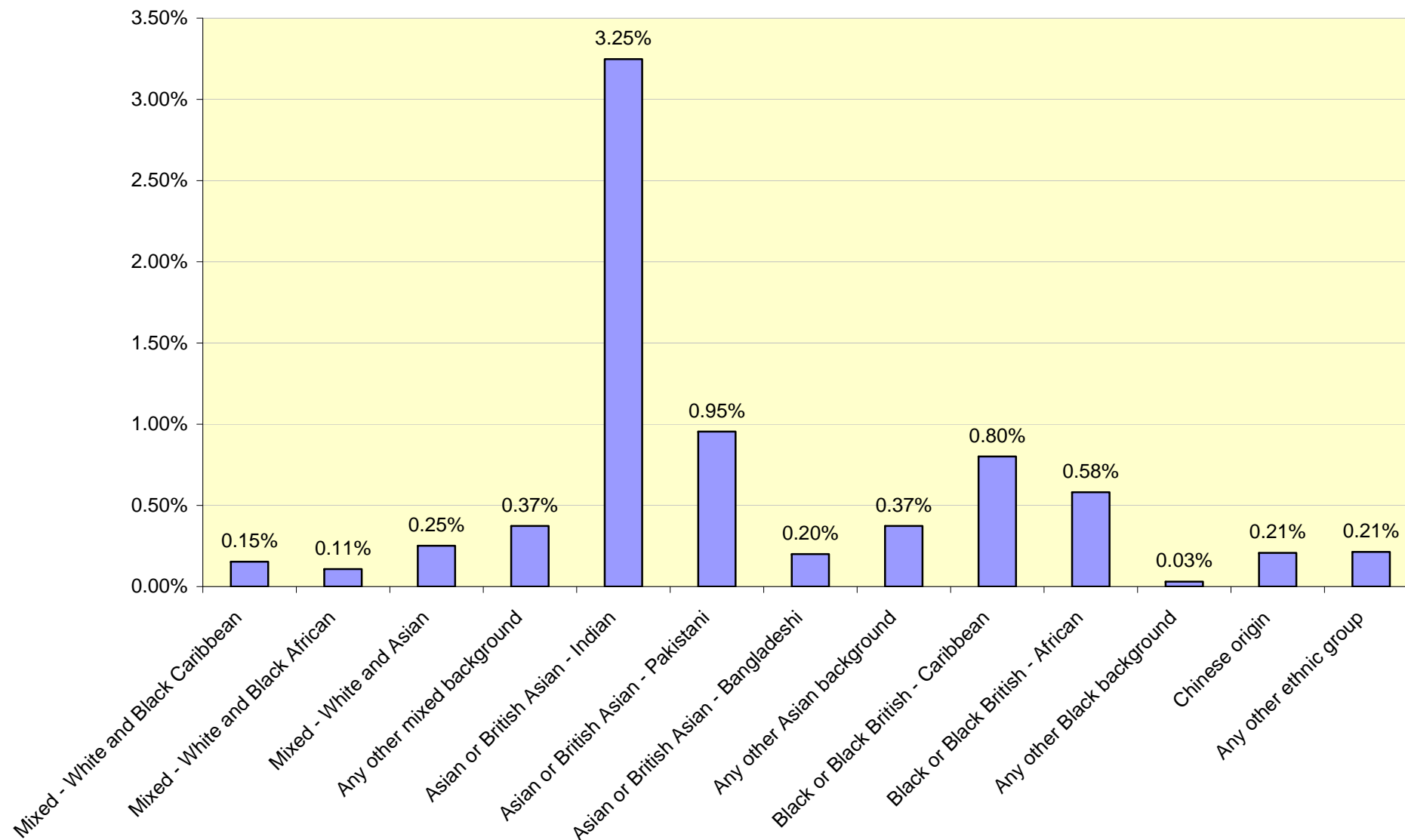


Table 4: Staff in post - breakdown by main ethnic groups, by grade

Grade	White	Mixed	Asian	Black	Chinese or other	Total BAME
SCS	97.31%	1.01%	1.01%	-	0.67%	2.69%
Grade 6	96.18%	1.55%	1.19%	0.84%	0.24%	3.82%
Grade 7	94.53%	0.68%	3.02%	0.80%	0.97%	5.47%
Fast Stream	92.88%	0.65%	5.50%	0.32%	0.65%	7.12%
Senior Officer	96.05%	0.69%	1.86%	0.69%	0.69%	3.95%
Higher Officer	93.19%	1.03%	3.98%	1.50%	0.30%	6.81%
Officer	92.43%	0.83%	4.59%	1.83%	0.32%	7.57%
Assistant Officer	92.30%	0.86%	5.19%	1.27%	0.38%	7.70%
Admin Assistant	89.84%	0.98%	6.86%	1.67%	0.65%	10.16%
Total	92.50%	0.89%	4.78%	1.41%	0.42%	7.50%

Notes:

1. The general trend here is for a lower proportion of BAME staff amongst the higher grades.
2. AA has the highest proportion of BAME staff, at 10.16%, whilst SCS has the lowest at 2.69%.
3. The only grades that don't conform to this pattern are Senior Officer and Fast Stream.
4. There is a significant drop in the proportion of BAME staff between HO and SO, from 6.81% to 3.95% respectively.
5. Conversely, there is a much greater proportion of BAME staff at Fast Stream (7.12%) compared to surrounding grades.
6. Amongst the BAME subgroups the pattern remains fairly consistent, with Asian staff accounting for the majority of BAME staff overall
7. This is apart from at SCS, when an equal proportion of staff are Mixed and at G6 where 1.55% of staff are Mixed, compared to 1.19% of staff being Asian.
8. Amongst the other subgroups, relative to the overall proportion of staff they account for in HMRC, Asian staff are well represented at AA, AO and FS; Black staff at O and HO; and Chinese or Other at G7.

Table 5: Staff in post - breakdown by all ethnic groups, by grade

Grade	White	Mixed				Asian or British Asian				Black or Black British			Chinese or other	
	Any white background	White and Black Caribbean	White and Black African	White and Asian	Other Mixed	Indian	Pakistani	Bangladeshi	Other Asian	Caribbean	African	Other Black	Chinese	Other ethnic group
SCS	97.31%	0.34%	0.34%	0.34%	-	1.01%	-	-	-	-	-	-	-	0.67%
Grade 6	96.18%	0.24%	-	0.36%	0.95%	1.07%	0.12%	-	-	0.24%	0.60%	-	0.12%	0.12%
Grade 7	94.53%	0.06%	0.11%	0.28%	0.23%	2.28%	0.23%	-	0.51%	0.57%	0.17%	0.06%	0.51%	0.46%
Fast Stream	92.88%	-	-	0.65%	-	3.56%	0.97%	0.32%	0.65%	0.32%	-	-	-	0.65%
Senior Officer	96.05%	0.07%	0.11%	0.18%	0.33%	1.43%	0.11%	0.04%	0.29%	0.33%	0.33%	0.04%	0.26%	0.44%
Higher Officer	93.19%	0.12%	0.12%	0.28%	0.51%	3.02%	0.36%	0.16%	0.43%	0.78%	0.67%	0.04%	0.10%	0.19%
Officer	92.43%	0.12%	0.06%	0.24%	0.41%	3.38%	0.65%	0.12%	0.44%	1.17%	0.64%	0.02%	0.15%	0.17%
Assistant Officer	92.30%	0.18%	0.13%	0.26%	0.30%	3.26%	1.42%	0.20%	0.30%	0.69%	0.56%	0.03%	0.23%	0.15%
Admin Assistant	89.84%	0.21%	0.13%	0.21%	0.44%	4.61%	1.23%	0.54%	0.47%	0.90%	0.73%	0.05%	0.30%	0.35%
Total	92.50%	0.15%	0.11%	0.25%	0.37%	3.25%	0.95%	0.20%	0.37%	0.80%	0.58%	0.03%	0.21%	0.21%

Notes:

1. Once staff have been split by grade and the 13 ethnic subgroups, quite often the numbers being dealt with are too small to draw significant conclusions from.
2. Indian staff account for the greatest proportion of BAME staff at every grade, generally 3 or 4 times as great as the next largest subgroup.
3. From FS upwards there are several subgroups with no staff representation.
4. There are no Black staff of any kind at SCS level, although there are less than 10 BAME staff at this grade overall.

Appendix 1: Staff in Post

Table 6: Staff in post - breakdown of White and BAME staff in each grade

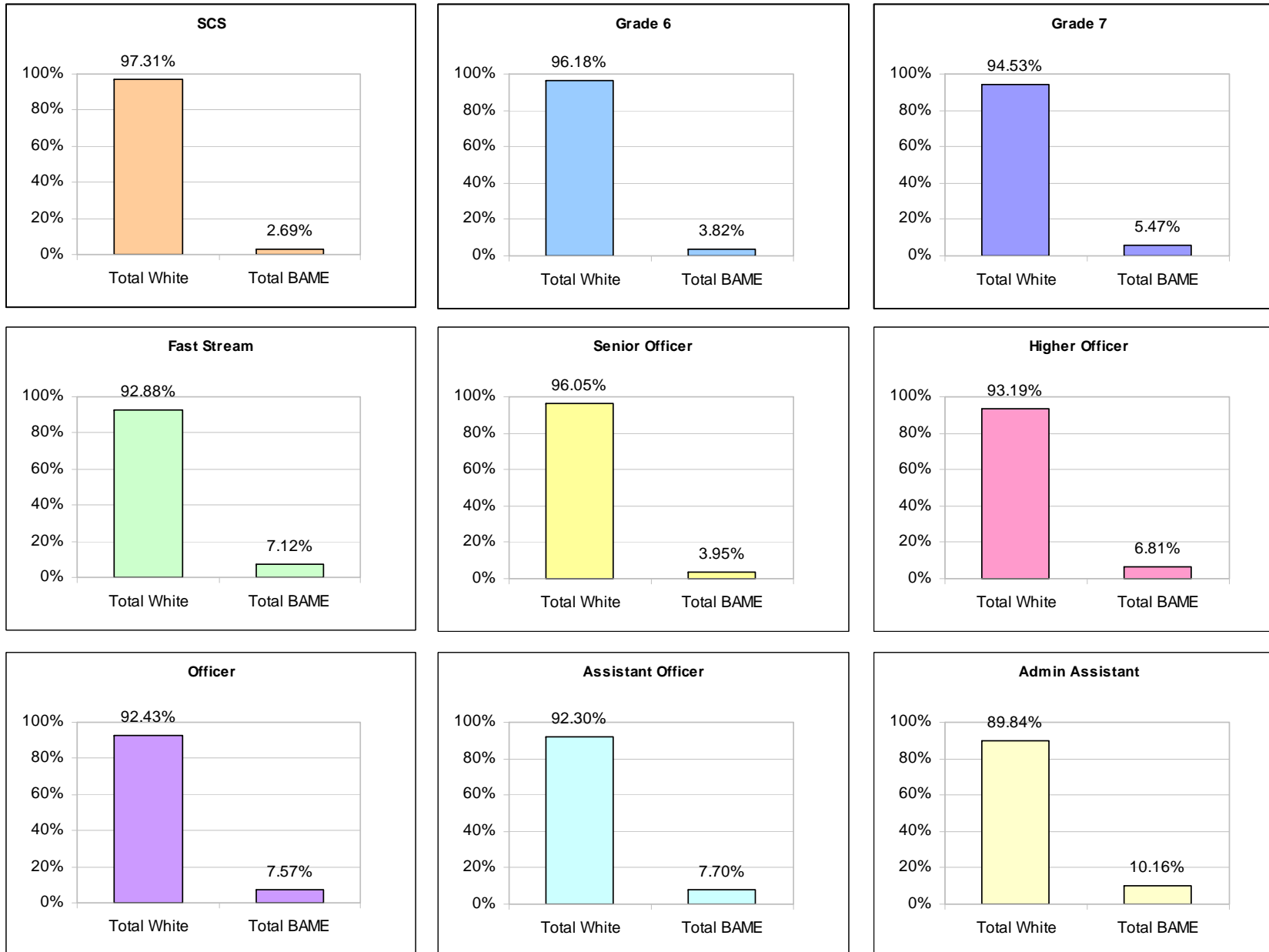


Table 7: Staff in post - breakdown by main ethnic groups, by Business Unit

Business Unit	White	Mixed	Asian	Black	Chinese or other	Total BAME
Benefits & Credits	94.16%	0.63%	4.30%	0.59%	0.32%	5.84%
Business Tax	89.88%	1.20%	6.27%	2.14%	0.51%	10.12%
Enforcement & Compliance	90.02%	0.97%	6.36%	2.17%	0.48%	9.98%
Personal Tax	94.90%	0.76%	3.34%	0.68%	0.33%	5.10%
Corporate Services	92.31%	1.19%	4.02%	1.88%	0.61%	7.69%
Total	92.50%	0.89%	4.78%	1.41%	0.42%	7.50%

Notes:

1. BAME staff are best represented in Business Tax, accounting for over 10% of all staff with a known ethnicity.
2. Conversely, they only account for about half this proportion (5.10%) in Personal Tax, where they are worst represented.
3. The split of the subgroups is fairly consistent across the units, with Asian staff always accounting for the greatest proportion of BAME staff (again, generally around 3 times as great a proportion as the next largest subgroup) and Chinese or Other the smallest proportion.
4. Relatively, Black staff seem to have the greatest variance in their proportions amongst the units compared to the overall proportion of staff they account for (e.g. 2.17% of E&C staff but only 0.59% of B&C staff).

Table 8: Staff in post - breakdown by all ethnic groups, by Business Unit

Business Unit	White	Mixed				Asian or British Asian				Black or Black British			Chinese or other	
	Any white background	White and Black Caribbean	White and Black African	White and Asian	Other Mixed	Indian	Pakistani	Bangladeshi	Other Asian	Caribbean	African	Other Black	Chinese	Other ethnic group
Benefits & Credits	94.16%	0.15%	0.08%	0.21%	0.19%	3.37%	0.78%	0.06%	0.10%	0.21%	0.36%	0.02%	0.17%	0.15%
Business Tax	89.88%	0.15%	0.15%	0.36%	0.54%	4.93%	0.83%	0.15%	0.36%	1.31%	0.76%	0.07%	0.22%	0.29%
Enforcement & Compliance	90.02%	0.15%	0.09%	0.26%	0.46%	4.33%	1.10%	0.28%	0.65%	1.26%	0.89%	0.02%	0.20%	0.28%
Personal Tax	94.90%	0.15%	0.11%	0.19%	0.30%	2.06%	0.99%	0.16%	0.13%	0.37%	0.30%	0.02%	0.20%	0.13%
Corporate Services	92.31%	0.18%	0.16%	0.44%	0.40%	2.80%	0.42%	0.22%	0.56%	1.11%	0.67%	0.10%	0.28%	0.32%
Total	92.50%	0.15%	0.11%	0.25%	0.37%	3.25%	0.95%	0.20%	0.37%	0.80%	0.58%	0.03%	0.21%	0.21%

Notes:

1. Again, Indian staff accounted for the majority of BAME staff within each unit.
2. Generally, the distribution of BAME staff was in line with the overall proportion of each subgroup and the differing levels of BAME staff overall in each unit.
3. This means there are no units where any particular subgroup isn't represented at all, unlike the grade split.

Table 9: Staff in post - breakdown by Government Office Region

Government Office Region	Total	Total White	Total BAME
East	3018	2841	177
		94.14%	5.86%
East Midlands	2764	2425	339
		87.74%	12.26%
London	5426	3648	1778
		67.23%	32.77%
North East	8770	8610	160
		98.18%	1.82%
North West	9615	9153	462
		95.20%	4.80%
Northern Ireland	1613	1605	8
		99.50%	0.50%
Scotland	7420	7295	125
		98.32%	1.68%
South East	3587	3410	177
		95.07%	4.93%
South West	2388	2329	59
		97.53%	2.47%
Wales	2936	2873	63
		97.85%	2.15%
West Midlands	3364	2972	392
		88.35%	11.65%
Yorks & Humber	3983	3608	375
		90.58%	9.42%
Home/Unknown	10	10	
		100.00%	-
Total	54894	50779	4115
		92.50%	7.50%

Notes:

1. BAME staff are best represented in London, accounting for 32.77% of all staff with known ethnicity.
2. This is almost 3 times the proportion of the next largest region for BAME staff, East Midlands at 12.26%.
3. The lowest proportion of BAME staff comes in Northern Ireland at 0.5% (excluding Home/Unknown which only has 10 staff in total).
4. Following this is Scotland at 1.68%.
5. The general trend seems to be for greater proportions of BAME staff in central regions and the South East, probably roughly mirroring BAME population distribution.
6. However, a better comparison would be against proportion of BAME residents of working age in each region, as obviously some areas (i.e. London) have a much greater BAME population.

Table 10: 'Has the percentage of BAME staff increased between 31 March 2009 and 31 March 2010?'

Grade	Figures				Percentages			
	31-Mar-09		31-Mar-10		31-Mar-09		31-Mar-10	
	White	Total BAME	White	Total BAME	White	Total BAME	White	Total BAME
SCS	295	11	289	8	96.4%	3.6%	97.3%	2.7%
Grade 6	781	33	806	32	95.9%	4.1%	96.2%	3.8%
Grade 7	1644	85	1660	96	95.1%	4.9%	94.5%	5.5%
Fast Stream	307	22	287	22	93.3%	6.7%	92.9%	7.1%
Senior Officer	2727	110	2627	108	96.1%	3.9%	96.1%	3.9%
Higher Officer	6378	416	6231	455	93.9%	6.1%	93.2%	6.8%
Officer	13194	1073	11886	973	92.5%	7.5%	92.4%	7.6%
Assistant Officer	22779	1932	21305	1778	92.2%	7.8%	92.3%	7.7%
Admin Assistant	6076	668	5688	643	90.1%	9.9%	89.8%	10.2%
Total	54181	4350	50779	4115	92.6%	7.4%	92.5%	7.5%

Notes:

1. Due to overall staff numbers falling, the actual number of BAME staff has fallen in most grades (exceptions being G7, FS and HO). However, proportionally, the results are a little more mixed.
2. The greatest increase has come at HO level, from 6.1% of staff in 2009 to 6.8% of staff in 2010 (a relative increase of over 11%).
3. Proportions of BAME staff have also increased at G7, FS, O, AA and minutely at SO (only noticeable at a degree of accuracy greater than 1 decimal place).
4. This means a decrease in proportions of BAME staff at SCS, G6 and AO.
5. Particularly noticeable is the SCS result, which means relatively there are a quarter less BAME staff this year compared to last year.

Table 11: 'Were BAME staff more likely to leave HMRC than White staff?'

Grade	White	BAME
SCS	12.8%	37.5%
Grade 6	7.1%	6.3%
Grade 7	8.3%	3.1%
Fast Stream	7.0%	13.6%
Senior Officer	6.4%	2.8%
Higher Officer	6.5%	2.2%
Officer	7.6%	4.1%
Assistant Officer	9.1%	8.8%
Admin Assistant	12.7%	9.8%
Total	8.6%	6.9%

These percentages are calculated as a proportion of the BAME and White group for each grade.

Notes:

1. These % are calculated as a proportion of the BAME and White group for each grade.
2. The largest discrepancy is at SCS level, with nearly three times as many BAME staff leaving compared to White staff, but note that the actual number of BAME leavers were less than 5.
3. The next largest discrepancy is at Fast Stream level, with nearly twice as many BAME staff leaving compared to White staff, but note that the actual numbers for BAME fast stream leavers were low.
4. Overall, BAME staff are less likely to leave HMRC than White staff.

Table 12: Staff who left HMRC – breakdown by all ethnic groups

With UKBA

White	Mixed				Asian or British Asian				Black or Black British			Chinese or other	
Any white background	White and Black Caribbean	White and Black African	White and Asian	Other Mixed	Indian	Pakistani	Bangladeshi	Other Asian	Caribbean	African	Other Black	Chinese	Other ethnic group
92.46%	0.12%	0.07%	0.35%	0.41%	3.50%	0.97%	0.24%	0.29%	0.47%	0.69%	-	0.17%	0.25%

Without UKBA

White	Mixed				Asian or British Asian				Black or Black British			Chinese or other	
Any white background	White and Black Caribbean	White and Black African	White and Asian	Other Mixed	Indian	Pakistani	Bangladeshi	Other Asian	Caribbean	African	Other Black	Chinese	Other ethnic group
93.92%	0.13%	0.09%	0.28%	0.41%	2.20%	1.05%	0.32%	0.30%	0.26%	0.68%	-	0.21%	0.15%

Notes:

1. Indian staff account for the greatest proportion of leavers at 3.50%, compared to 3.25% of current staff.
2. Other Black had no leavers over this period, compared to accounting for 0.03% of staff at present.
3. Proportionally the greatest difference came at Caribbean, who accounted for only 0.47% of leavers compared to 0.80% of current staff, relatively a difference of 70%.

Table 13: Staff who left HMRC - breakdown by grade

With UKBA

Grade	Total White	Total BAME
Admin Assistant	94.20%	5.80%
Admin Assistant FTA	83.33%	16.67%
Assistant Officer	92.27%	7.73%
Assistant Officer FTA	69.28%	30.72%
Officer	91.94%	8.06%
Officer FTA	77.42%	22.58%
Higher Officer	96.95%	3.05%
Senior Officer	97.65%	2.35%
Fast Stream	86.96%	13.04%
Grade 7	97.75%	2.25%
Grade 6	97.10%	2.90%
SCS	93.33%	6.67%
Total	92.46%	7.54%

Notes:

1. The split between the proportion of BAME leavers being higher or lower than the current proportion of BAME staff at that grade seems to have no real pattern.
2. For AA, HO, SO, G7 and G6 there were a smaller proportion of leavers than current staff.
3. This leaves AO, O, FS and SCS to have a greater proportion of leavers than current staff.
4. Proportionally, the greatest differences come at G7 (5.5% of current staff to 2.25% of leavers) in terms of a lower proportion of leavers.
5. Conversely, the greatest difference in terms of a greater proportion of leavers comes at SCS (2.7% current staff to 6.67% leavers).

Appendix 2: Leavers

Without UKBA

Grade	Total White	Total BAME
Admin Assistant	94.24%	5.76%
Admin Assistant FTA	83.33%	16.67%
Assistant Officer	94.33%	5.67%
Assistant Officer FTA	69.28%	30.72%
Officer	96.38%	3.62%
Officer FTA	77.42%	22.58%
Higher Officer	97.58%	2.42%
Senior Officer	98.26%	1.74%
Fast Stream	86.96%	13.04%
Grade 7	97.87%	2.13%
Grade 6	96.61%	3.39%
SCS	92.50%	7.50%
Total	93.92%	6.08%

Notes:

1. When only considering staff without UKBA, there is a drop in the proportion of leavers BAME staff account for at every grade apart from G6 and SCS.
2. The most noticeable drop comes at Officer, where previously BAME staff accounted for 8.06% of leavers they now only account for 3.62%, a relative drop of over 55%.
3. Of the two grades who showed an increase in proportion of leavers, the more significant is at G6, with an increase from 2.90% of leavers to 3.39%, or a relative increase of 17%.

Table 14: Analysis of Leavers by Grade

Grade	Percentage of Staff in Post at 31 Mar 2010 with known ethnicity			Percentage of Leavers in 2009-10 with known ethnicity			Resignation		Retirement		Release schemes		OGD Perm transfer		Dismissal		Other	
	White	Total BAME	Total	White	Total BAME	Total	White	Total BAME	White	Total BAME	White	Total BAME	White	Total BAME	White	Total BAME	White	Total BAME
SCS	0.57%	0.19%	0.54%	0.84%	1.06%	0.86%	-	-	1.08%	-	0.98%	-	1.47%	-	-	4.76%	1.18%	2.56%
Grade 6	1.59%	0.78%	1.53%	1.30%	0.70%	1.26%	0.69%	-	1.85%	-	1.35%	-	1.47%	-	-	-	1.77%	2.56%
Grade 7	3.27%	2.33%	3.20%	3.14%	1.06%	3.02%	1.52%	1.16%	4.31%	-	3.37%	-	3.53%	-	0.84%	-	3.94%	2.56%
Fast Stream	0.57%	0.53%	0.56%	0.46%	1.06%	0.49%	0.41%	1.16%	-	-	-	-	0.88%	-	-	-	2.76%	2.56%
Senior Officer	5.17%	2.62%	4.98%	3.85%	1.06%	3.68%	0.55%	-	6.01%	-	5.24%	6.98%	1.76%	-	1.27%	-	3.15%	-
Higher Officer	12.27%	11.06%	12.18%	9.21%	3.52%	8.86%	2.21%	2.33%	12.02%	7.14%	12.70%	9.30%	5.00%	7.14%	5.49%	-	6.89%	-
Officer	23.41%	23.65%	23.43%	20.56%	14.08%	20.16%	7.03%	8.14%	18.95%	25.00%	28.67%	20.93%	19.71%	25.00%	13.50%	4.76%	14.96%	11.54%
Assistant Officer	41.96%	43.21%	42.05%	44.14%	55.28%	44.82%	72.55%	62.79%	33.28%	53.57%	35.15%	39.53%	48.53%	53.57%	65.40%	57.14%	38.78%	56.41%
Admin Assistant	11.20%	15.63%	11.53%	16.50%	22.18%	16.85%	15.03%	24.42%	22.50%	14.29%	12.55%	23.26%	17.65%	14.29%	13.50%	33.33%	26.57%	21.79%
Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Table 15: Staff who left HMRC - breakdown by reason for leaving

Reason for leaving	White	BAME
Bullied at work	83.33%	16.67%
Can no longer see a place for myself with HMRC because of changes and future direction	92.59%	7.41%
Desired working pattern not available	88.24%	11.76%
Discrimination	77.78%	22.22%
Domestic e.g. care responsibilities	90.18%	9.82%
Early release scheme e.g. AER, FES	94.76%	5.24%
End of contract	78.29%	21.71%
Excessive Workload	95.35%	4.65%
Going to a better job	89.38%	10.62%
Going to a better paid job	87.85%	12.15%
Insufficient pay	86.02%	13.98%
Job did not meet your expectations	89.15%	10.85%
Lack of career prospects	88.86%	11.14%
Lack of job satisfaction	92.58%	7.42%
Lack of recognition/felt undervalued	92.98%	7.02%
Lack of special needs equipment	75.00%	25.00%
Lack of technical equipment	90.00%	10.00%
Lack of work related training	93.33%	6.67%
Long hours culture	84.62%	15.38%
Not a caring employer	92.43%	7.57%
Office closure	94.12%	5.88%
Poor management/lack of management support	94.08%	5.92%
Poor work / life balance	93.42%	6.58%
Returning to education	85.42%	14.58%
Spouse/partner moving	90.00%	10.00%
Standard retirement at 60 or over	90.91%	9.09%
Travel time/costs	89.69%	10.31%
Unsociable hours	85.37%	14.63%
Unwelcome change of duties	93.20%	6.80%
Unwelcome change of office/location	94.08%	5.92%
Total	91.22%	8.78%
Actual number who completed questionnaire	90.21%	9.79%

Reason for leaving	White	BAME
Age	91.53%	8.47%
Caring responsibilities	97.22%	2.78%
Disability	85.71%	14.29%
Ethnicity	57.14%	42.86%
Gender	86.36%	13.64%
Gender reassignment	100.00%	0.00%
Grade	80.56%	19.44%
Marital status	66.67%	33.33%
Personal life events	91.49%	8.51%
Political opinions	100.00%	0.00%
Religion or belief	85.71%	14.29%
Sexual orientation/sexuality	100.00%	0.00%
Trade union membership	100.00%	0.00%
Working pattern	90.20%	9.80%
Total	89.14%	10.86%
Actual Number who completed Questionnaire	88.71%	11.29%

Notes:

1. The reason cited for leaving by the greatest proportion of BAME staff was 'lack of special needs equipment' at 25%.
2. This was closely followed by 'discrimination' at 22.22% and 'end of contract' at 21.71%, all compared to an overall BAME completion proportion of 9.79%.
3. In contrast, the reason least cited was 'excessive workload' at 4.65%, followed by 'early release scheme' at 5.24%.
4. Of those staff who stated discrimination as a reason for leaving, the greatest proportion of BAME staff listing a specific type of discrimination came at 'ethnicity', with 42.86%.
5. This was followed by 'marital status' at 33.33%, then 'grade' at 19.44%, all compared to a proportion of 11.29% of BAME staff who completed the questionnaire.
6. No BAME staff listed 'gender reassignment', 'political opinions', 'gender reassignment' or 'trade union membership' as a reason for their leaving.

Table 16: Staff who joined HMRC - breakdown by all ethnic groups

White	Mixed				Asian or British Asian				Black or Black British			Chinese or other	
Any white background	White and Black Caribbean	White and Black African	White and Asian	Other Mixed	Indian	Pakistani	Bangladeshi	Other Asian	Caribbean	African	Other Black	Chinese	Other ethnic group
88.89%	-	0.79%	-	1.59%	4.76%	1.59%	-	0.8%	-	0.79%	-	0.79%	-

Table 17: Staff who joined HMRC - breakdown by grade

Grade	Total White	Total BAME
Admin Assistant	100.00%	-
Admin Assistant FTA	93.33%	6.67%
Assistant Officer	75.00%	25.00%
Assistant Officer FTA	66.67%	33.33%
Officer	80.00%	20.00%
Higher Officer	86.67%	13.33%
Senior Officer	100.00%	-
Fast Stream	87.50%	12.50%
Grade 7	93.33%	6.67%
Grade 6	100.00%	-
SCS	100.00%	-
Total	88.89%	11.11%

Table 18: Staff who joined HMRC - breakdown by Government Office Region

Government Office Region	Total White	Total BAME
East	92.31%	7.69%
East Midlands	100.00%	-
London	81.36%	18.64%
North East	87.50%	12.50%
North West	100.00%	-
Northern Ireland	100.00%	-
Scotland	100.00%	-
South East	100.00%	-
South West	100.00%	-
Wales	100.00%	-
West Midlands	100.00%	-
Yorks & Humber	75.00%	25.00%
Home/Unknown	100.00%	-
Total	88.89%	11.11%

Table 19: External applicants for generalist (Grade AA to O) posts – Percentage of each ethnic group

Criteria	Total	Total White	Mixed	Asian	Black	Chinese or Other	Total BAME
Total applicants	1299	1135	20	67	47	30	164
	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Rejected after minimum Criteria	0.85%	0.18%	-	7.46%	6.38%	3.33%	5.49%
Reject after situational sift (e-mail sent)	70.75%	70.31%	70.00%	74.63%	76.60%	70.00%	73.78%
Rejected after Numeracy test not completed	0.54%	0.62%	-	-	-	-	-
Rejected after Numeracy Test	3.16%	3.08%	5.00%	1.49%	4.26%	6.67%	3.66%
Rejected after Literacy Spelling Grammar not complete	0.23%	0.26%	-	-	-	-	-
Rejected after Literacy Spelling and Grammar Test	2.62%	2.73%	-	-	2.13%	6.67%	1.83%
Rejected after T&N Checking Test	2.85%	3.26%	-	-	-	-	-
Rejected at test – Not Banked	0.08%	0.09%	-	-	-	-	-
Reject after Interview	0.77%	0.79%	-	1.49%	-	-	0.61%
Rejected after pre-appointment checks	0.46%	0.53%	-	-	-	-	-
Offer rejected	0.54%	0.53%	-	1.49%	-	-	0.61%
Take up duty	3.08%	3.00%	-	1.49%	2.13%	13.33%	3.66%
Future Starters	0.69%	0.62%	-	1.49%	2.13%	-	1.22%
Withdrawn	10.16%	10.40%	20.00%	10.45%	6.38%	-	8.54%
Rejected after Merit List Expired	3.23%	3.61%	5.00%	-	-	-	0.61%

Table 20: External applicants for specialist (Grade 6 and 7) posts – Percentage of each ethnic group

Criteria	Total	Total White	Mixed	Asian	Black	Chinese or Other	Total BAME
Total applicants	1211	853	27	210	88	33	358
	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Rejected after minimum Criteria	4.54%	2.46%	18.52%	11.43%	2.27%	9.09%	9.50%
Specialist – rejected after sift	68.95%	67.76%	59.26%	70.00%	78.41%	75.76%	71.79%
Reject after Interview	10.24%	11.37%	11.11%	5.71%	11.36%	6.06%	7.54%
Withdrawn	13.54%	14.77%	11.11%	11.90%	7.95%	9.09%	10.61%
Future starters	0.17%	0.23%	-	-	-	-	-
Offer rejected	0.25%	0.35%	-	-	-	-	-
Offer accepted	2.15%	2.81%	-	0.95%	-	-	0.56%
Rejected after Merit List Expired	0.17%	0.23%	-	-	-	-	-

Table 21: Permanent Promotions - breakdown by all ethnic groups and by grade

Higher proportion than equivalent value in 08/09														
Lower proportion than equivalent value in 08/09														
2009/10	White	Mixed				Asian or British Asian				Black or Black British			Chinese or other	
Promoted to Grade	Any white background	White and Black Caribbean	White and Black African	White and Asian	Other Mixed	Indian	Pakistani	Bangladeshi	Other Asian	Caribbean	African	Other Black	Chinese	Other ethnic group
G6	97.78%	-	-	2.22%	-	-	-	-	-	-	-	-	-	-
G7	92.37%	-	1.53%	1.53%	-	2.29%	-	-	0.76%	0.76%	-	-	-	0.76%
SO	95.24%	-	-	-	-	3.81%	0.95%	-	-	-	-	-	-	-
HO	90.24%	-	-	0.49%	-	3.41%	0.98%	0.49%	0.49%	1.95%	0.98%	-	0.49%	0.49%
O	81.60%	0.61%	-	0.61%	1.23%	9.82%	2.45%	0.61%	0.61%	0.61%	1.23%	-	-	0.61%
AO	94.25%	-	-	-	-	-	1.15%	1.15%	1.15%	2.30%	-	-	-	-
Total	90.35%	0.14%	0.27%	0.68%	0.27%	4.08%	1.09%	0.41%	0.54%	1.09%	0.54%	-	0.14%	0.41%

2008/09	White	Mixed				Asian or British Asian				Black or Black British			Chinese or other	
Promotion to Grade:	Any white background	White and Black Caribbean	White and Black African	White and Asian	Any other mixed background	Indian	Pakistani	Bangladeshi	Any other Asian background	Caribbean	African	Any other black background	Chinese	Any other ethnic group
G6	94.19%	-	-	-	4.65%	1.16%	-	-	-	-	-	-	-	-
G7	93.56%	-	-	-	-	1.98%	0.50%	-	0.50%	1.49%	-	-	0.99%	0.99%
SO	94.33%	0.30%	-	0.30%	0.60%	2.39%	-	0.30%	-	0.30%	0.60%	-	0.30%	0.60%
HO	93.15%	-	0.35%	0.18%	0.70%	3.51%	0.53%	0.35%	0.35%	0.53%	0.18%	0.18%	-	-
O	95.20%	0.24%	0.12%	0.12%	0.36%	1.92%	0.84%	-	0.36%	0.36%	0.12%	-	0.36%	-
AO	92.23%	0.40%	-	0.20%	0.20%	4.58%	1.59%	-	-	0.40%	0.40%	-	-	-
Total	93.89%	0.20%	0.12%	0.16%	0.55%	2.86%	0.74%	0.12%	0.23%	0.47%	0.23%	0.04%	0.23%	0.16%

Appendix 5: Applicants and recipients of promotion

Notes:

1. Of the 13 BAME subgroups, 9 accounted for an increased proportion of internal recruitment than the previous year.
2. When split by this many categories, especially by grade as well, the numbers being considered are often likely to be extremely low; hence the number of categories where BAME staff accounted for no internal recruitment promotions at all.
3. The largest proportional increase was amongst White & Asian staff, who accounted for over four times as great a proportion of internal recruitment promotions (0.16% to 0.68%).
4. Other Black staff accounted for no internal recruitment promotions at all this year, although this figure was only 0.04% last year.
5. Other than this, the largest proportional decrease was amongst Other Mixed staff, who accounted for just under half as great a proportion of internal recruitment promotions (0.55% to 0.27%).

Table 22: How successful were BAME staff at the Grade 7 Gateway?

Ethnicity of candidates	Percentage of Candidates	Percentage of Successful Candidates
White	94.0%	94.4%
Mixed	-	-
Asian	6.0%	5.6%
Black	-	-
Chinese and other	-	-

Notes: The last column shows where the % of successful candidates was **lower** or *higher* than the % of candidates.

1. Of the BAME subgroups, only Asian staff were represented in G7 Gateway process.
2. This could possibly mean that the actual number of applicants is fairly low, or other BAME subgroups are poorly represented in this process or even that most BAME candidates were part of the 25% of candidates that didn't declare their ethnicity.
3. As it stands, 6% of applicants with known ethnicity were from a BAME subgroup, less than the 7.5% of all HMRC staff with known ethnicity being listed as BAME, but higher than the known 3.95% of BAME staff in the SO feeder grade.
4. A slightly lower proportion of successful applicants were BAME (obviously all Asian again) at 5.6%.

Table 23: All promotions to Grade 6 & 7 - breakdown by all ethnic groups and by Business Unit

Line of Business	White	Mixed				Asian or British Asian				Black or Black British			Chinese or other		Total BAME
	Any white background	White and Black Caribbean	White and Black African	White and Asian	Other Mixed	Indian	Pakistani	Bangladeshi	Other Asian	Caribbean	African	Other Black	Chinese	Other ethnic group	
Benefits & Credits	100.00%	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Business Tax	94.74%	-	-	-	1.75%	1.75%	-	-	-	-	-	-	1.75%	-	5.26%
Corporate Services	93.75%	-	-	-	2.08%	2.08%	2.08%	-	-	-	-	-	-	-	6.25%
Enforcement & Compliance	90.60%	-	-	-	1.71%	2.56%	-	-	0.85%	2.56%	-	-	0.85%	0.85%	9.40%
Personal Tax	100.00%	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Offices	96.67%	-	-	-	-	-	-	-	-	-	-	-	-	3.33%	3.33%
Total	93.75%	-	-	-	1.39%	1.74%	0.35%	-	0.35%	1.04%	-	-	0.69%	0.69%	6.25%

Table 24: Internal and Cross Whitehall applicants for SCS posts 2009/10

Total Applicants	Ethnicity known	Ethnicity Not Known
42	32	10
%	76.19%	23.81%

	White	BAME
All Applicants	90.63%	9.38%
Not successful	91.67%	8.33%
Successful	87.50%	12.50%

Table 29(a): appraisal marking (2008-09) – analysis of results

Marking	BAME	White	Total
Top	15.33%	18.79%	18.53%
Good	81.18%	79.49%	79.61%
Improvement Needed	1.51%	0.93%	0.97%
No Assessment	0.70%	0.33%	0.36%
No Box Marking required	1.11%	0.41%	0.46%
Formal Poor Performance	0.16%	0.05%	0.06%
Total	100.00%	100.00%	100.00%
Suitable for promotion	30.12%	28.69%	30.02%

Table 29(b): appraisal marking (2009-10) – analysis of results

Marking	BAME	White	Total
Top	14.92%	19.09%	18.78%
Good	82.71%	79.35%	79.61%
Improvement Needed	1.34%	0.89%	0.93%
No Assessment	0.61%	0.35%	0.37%
No Box Marking required	0.25%	0.26%	0.26%
Formal Poor Performance	0.18%	0.05%	0.06%
Total	100.00%	100.00%	100.00%
Suitable for promotion	29.61%	28.92%	29.56%

Table 30(a): Appraisal markings (2008-09) – breakdown by all ethnic groups

	White	Mixed				Asian or British Asian				Black or Black British			Chinese or other ethnic group	
Marking	Any white background	White and Black Caribbean	White and Black African	White and Asian	Other Mixed	Indian	Pakistani	Bangladeshi	Other Asian	Caribbean	African	Other Black	Chinese	Other ethnic group
Top	18.79%	7.87%	18.33%	20.55%	13.74%	15.28%	11.23%	18.02%	19.07%	18.51%	12.17%	28.57%	14.41%	22.69%
Good	79.49%	88.76%	78.33%	78.08%	82.46%	82.23%	83.61%	74.77%	79.07%	78.10%	80.00%	71.43%	83.05%	74.79%
Improvement Needed	0.93%	2.25%	1.67%	-	1.42%	0.85%	1.84%	1.80%	0.47%	2.03%	5.22%	-	-	2.52%
No Assessment	0.33%	1.12%	-	0.68%	0.95%	0.48%	1.84%	0.90%	0.47%	0.68%	0.29%	-	0.85%	-
No Box Marking required	0.41%	-	1.67%	0.68%	1.42%	1.11%	1.29%	4.50%	0.93%	0.23%	1.74%	-	0.85%	-
Formal Poor Performance	0.05%	-	-	-	-	0.05%	0.18%	-	-	0.45%	0.58%	-	0.85%	-
Suitable for promotion	30.12%	30.34%	25.00%	26.71%	27.49%	30.04%	21.92%	28.83%	32.09%	30.47%	26.96%	64.29%	19.49%	40.34%

Table 30(b): Appraisal markings (2009-10) – breakdown by all ethnic groups

	White	Mixed				Asian or British Asian				Black or Black British			Chinese or other ethnic group	
Marking	Any white background	White and Black Caribbean	White and Black African	White and Asian	Other Mixed	Indian	Pakistani	Bangladeshi	Other Asian	Caribbean	African	Other Black	Chinese	Other ethnic group
Top	19.09%	12.66%	9.09%	13.08%	15.42%	16.92%	10.62%	17.00%	15.50%	14.69%	9.45%	29.41%	11.93%	22.52%
Good	79.35%	81.01%	87.27%	84.62%	79.60%	81.41%	85.97%	78.00%	82.50%	83.18%	87.95%	70.59%	87.16%	76.58%
Improvement Needed	0.89%	3.80%	3.64%	0.77%	2.49%	0.81%	1.80%	2.00%	1.00%	1.90%	1.95%	-	-	0.90%
No Assessment	0.35%	-	-	0.77%	1.49%	0.58%	1.00%	2.00%	1.00%	0.24%	-	-	-	-
No Box Marking required	0.26%	1.27%	-	0.77%	1.00%	0.12%	0.40%	1.00%	-	-	-	-	0.92%	-
Formal Poor Performance	0.05%	1.27%	-	-	-	0.17%	0.20%	-	-	-	0.65%	-	-	-
Suitable for promotion	29.61%	25.32%	21.82%	20.00%	26.87%	30.02%	21.44%	34.00%	30.00%	31.99%	26.71%	70.59%	31.19%	45.05%

Table 31(a): Appraisal markings (2008-09) – breakdown by all ethnic groups, by grade (AA)

Percentages of Appraisal markings - Admin Assistant														
	White	Mixed				Asian or British Asian				Black or Black British			Chinese or other ethnic group	
Marking	Any white background	White and Black Caribbean	White and Black African	White and Asian	Other Mixed	Indian	Pakistani	Bangladeshi	Other Asian	Caribbean	African	Other Black	Chinese	Other ethnic group
Top	16.53%	-	20.00%	15.38%	8.00%	14.19%	13.10%	21.62%	22.86%	22.95%	11.11%	33.33%	11.76%	27.27%
Good	81.39%	93.33%	70.00%	84.62%	92.00%	85.14%	80.95%	64.86%	74.29%	75.41%	80.00%	66.67%	88.24%	72.73%
Improvement Needed	1.08%	6.67%	-	-	-	0.34%	1.19%	-	-	-	2.22%	-	-	-
No Assessment	0.38%	-	-	-	-	0.34%	3.57%	2.70%	2.86%	1.64%	-	-	-	-
No Box Marking required	0.60%	-	10.00%	-	-	-	1.19%	10.81%	-	-	6.67%	-	-	-
Formal Poor Performance	0.03%	-	-	-	-	-	-	-	-	-	-	-	-	-
Suitable for promotion	32.82%	33.33%	40.00%	30.77%	28.00%	34.12%	28.57%	29.73%	40.00%	40.98%	28.89%	66.67%	29.41%	54.55%

Table 31(b): Appraisal markings (2009-10) – breakdown by all ethnic groups, by grade (AA)

Percentages of Appraisal markings - Admin Assistant														
	White	Mixed				Asian or British Asian				Black or Black British			Chinese or other ethnic group	
Marking	Any white background	White and Black Caribbean	White and Black African	White and Asian	Other Mixed	Indian	Pakistani	Bangladeshi	Other Asian	Caribbean	African	Other Black	Chinese	Other ethnic group
Top	17.25%	-	-	10.00%	16.00%	16.67%	11.11%	20.69%	16.67%	18.18%	9.30%	66.67%	5.88%	23.81%
Good	81.22%	91.67%	100.00%	90.00%	72.00%	81.94%	87.50%	72.41%	83.33%	80.00%	86.05%	33.33%	94.12%	76.19%
Improvement Needed	0.74%	8.33%	-	-	4.00%	0.35%	-	-	-	-	4.65%	-	-	-
No Assessment	0.36%	-	-	-	-	0.69%	-	6.90%	-	1.82%	-	-	-	-
No Box Marking required	0.36%	-	-	-	8.00%	0.35%	1.39%	-	-	-	-	-	-	-
Formal Poor Performance	0.08%	-	-	-	-	-	-	-	-	-	-	-	-	-
Suitable for promotion	33.72%	41.67%	42.86%	10.00%	24.00%	34.72%	36.11%	44.83%	36.67%	43.64%	37.21%	66.67%	47.06%	52.38%

Table 31(c): Appraisal markings (2008-09) – breakdown by all ethnic groups, by grade (AO)

Percentages of Appraisal markings - Assistant Officer														
	White	Mixed				Asian or British Asian				Black or Black British			Chinese or other ethnic group	
Marking	Any white background	White and Black Caribbean	White and Black African	White and Asian	Other Mixed	Indian	Pakistani	Bangladeshi	Other Asian	Caribbean	African	Other Black	Chinese	Other ethnic group
Top	13.87%	6.82%	17.86%	21.21%	6.76%	13.50%	10.32%	14.89%	18.99%	13.92%	12.00%	33.33%	8.77%	13.16%
Good	83.57%	93.18%	78.57%	77.27%	87.84%	82.48%	84.37%	78.72%	78.48%	81.65%	78.00%	66.67%	85.96%	81.58%
Improvement Needed	1.40%	-	3.57%	-	2.70%	1.22%	2.36%	4.26%	1.27%	3.16%	8.00%	-	-	5.26%
No Assessment	0.39%	-	-	-	1.35%	0.61%	1.47%	-	-	-	-	-	1.75%	-
No Box Marking required	0.67%	-	-	1.52%	1.35%	2.07%	1.47%	2.13%	1.27%	0.63%	1.33%	-	1.75%	-
Formal Poor Performance	0.09%	-	-	-	-	0.12%	-	-	-	0.63%	0.67%	-	1.75%	-
Suitable for promotion	20.74%	29.55%	17.86%	22.73%	17.57%	24.09%	15.93%	17.02%	27.85%	25.32%	25.33%	66.67%	10.53%	31.58%

Table 31(d): Appraisal markings (2009-10) – breakdown by all ethnic groups, by grade (AO)

Percentages of Appraisal markings - Assistant Officer														
	White	Mixed				Asian or British Asian				Black or Black British			Chinese or other ethnic group	
Marking	Any white background	White and Black Caribbean	White and Black African	White and Asian	Other Mixed	Indian	Pakistani	Bangladeshi	Other Asian	Caribbean	African	Other Black	Chinese	Other ethnic group
Top	14.94%	12.50%	10.71%	15.79%	8.57%	16.10%	8.28%	14.29%	16.18%	14.84%	9.52%	33.33%	16.67%	21.88%
Good	83.03%	80.00%	82.14%	80.70%	87.14%	81.72%	87.58%	78.57%	80.88%	80.65%	88.89%	66.67%	81.25%	75.00%
Improvement Needed	1.36%	5.00%	7.14%	1.75%	1.43%	1.23%	2.23%	4.76%	1.47%	4.52%	1.59%	-	-	3.13%
No Assessment	0.43%	-	-	-	2.86%	0.68%	1.59%	-	1.47%	-	-	-	-	-
No Box Marking required	0.17%	2.50%	-	1.75%	-	0.14%	0.32%	2.38%	-	-	-	-	2.08%	-
Formal Poor Performance	0.07%	-	-	-	-	0.14%	-	-	-	-	-	-	-	-
Suitable for promotion	20.58%	20.00%	14.29%	21.05%	12.86%	24.28%	14.33%	19.05%	26.47%	27.74%	26.98%	66.67%	22.92%	31.25%

Table 31(e) Appraisal markings (2008-09) – breakdown by all ethnic groups, by grade (O)

Percentages of Appraisal markings - Officer														
	White	Mixed				Asian or British Asian				Black or Black British			Chinese or other ethnic group	
Marking	Any white background	White and Black Caribbean	White and Black African	White and Asian	Other Mixed	Indian	Pakistani	Bangladeshi	Other Asian	Caribbean	African	Other Black	Chinese	Other ethnic group
Top	21.86%	11.76%	18.18%	12.12%	16.95%	16.53%	11.11%	17.65%	21.05%	16.88%	14.44%	-	15.00%	29.17%
Good	77.25%	88.24%	81.82%	87.88%	77.97%	81.05%	83.33%	82.35%	77.19%	78.57%	80.00%	100.00%	85.00%	66.67%
Improvement Needed	0.46%	-	-	-	1.69%	1.01%	1.11%	-	-	2.60%	3.33%	-	-	4.17%
No Assessment	0.34%	-	-	-	-	0.60%	2.22%	-	-	1.30%	1.11%	-	-	-
No Box Marking required	0.08%	-	-	-	3.39%	0.81%	1.11%	-	1.75%	-	1.11%	-	-	-
Formal Poor Performance	0.01%	-	-	-	-	-	1.11%	-	-	0.65%	-	-	-	-
Suitable for promotion	36.98%	35.29%	9.09%	27.27%	42.37%	34.88%	32.22%	64.71%	33.33%	27.92%	34.44%	50.00%	30.00%	33.33%

Table 31(f) Appraisal markings (2009-10) – breakdown by all ethnic groups, by grade (O)

Percentages of Appraisal markings - Officer														
	White	Mixed				Asian or British Asian				Black or Black British			Chinese or other ethnic group	
Marking	Any white background	White and Black Caribbean	White and Black African	White and Asian	Other Mixed	Indian	Pakistani	Bangladeshi	Other Asian	Caribbean	African	Other Black	Chinese	Other ethnic group
Top	21.57%	21.43%	-	6.45%	17.65%	15.35%	15.00%	18.75%	12.50%	16.78%	8.97%	-	5.00%	22.73%
Good	77.11%	71.43%	100.00%	90.32%	78.43%	82.97%	81.25%	81.25%	83.93%	83.22%	88.46%	100.00%	95.00%	77.27%
Improvement Needed	0.62%	-	-	-	3.92%	0.72%	2.50%	-	1.79%	-	2.56%	-	-	-
No Assessment	0.34%	-	-	3.23%	-	0.48%	-	-	1.79%	-	-	-	-	-
No Box Marking required	0.31%	-	-	-	-	-	-	-	-	-	-	-	-	-
Formal Poor Performance	0.04%	7.14%	-	-	-	0.48%	1.25%	-	-	-	-	-	-	-
Suitable for promotion	35.09%	28.57%	14.29%	19.35%	45.10%	31.89%	28.75%	56.25%	26.79%	29.37%	21.79%	66.67%	35.00%	63.64%

Table 31(g): Appraisal markings (2008-09) – breakdown by all ethnic groups, by grade (HO)

Percentages of Appraisal markings - Higher Officer														
	White	Mixed				Asian or British Asian				Black or Black British			Chinese or other ethnic group	
Marking	Any white background	White and Black Caribbean	White and Black African	White and Asian	Other Mixed	Indian	Pakistani	Bangladeshi	Other Asian	Caribbean	African	Other Black	Chinese	Other ethnic group
Top	24.68%	12.50%	28.57%	25.00%	22.58%	18.09%	10.00%	12.50%	19.23%	27.66%	9.76%	-	50.00%	28.57%
Good	74.47%	87.50%	71.43%	68.75%	74.19%	81.91%	90.00%	87.50%	80.77%	72.34%	87.80%	100.00%	50.00%	71.43%
Improvement Needed	0.57%	-	-	-	-	-	-	-	-	-	2.44%	-	-	-
No Assessment	0.14%	-	-	6.25%	3.23%	-	-	-	-	-	-	-	-	-
No Box Marking required	0.08%	-	-	-	-	-	-	-	-	-	-	-	-	-
Formal Poor Performance	0.06%	-	-	-	-	-	-	-	-	-	-	-	-	-
Suitable for promotion	45.34%	25.00%	71.43%	43.75%	29.03%	35.64%	45.00%	25.00%	34.62%	40.43%	21.95%	50.00%	16.67%	57.14%

Table 31(h): Appraisal markings (2009-10) – breakdown by all ethnic groups, by grade (HO)

Percentages of Appraisal markings - Higher Officer														
	White	Mixed				Asian or British Asian				Black or Black British			Chinese or other ethnic group	
Marking	Any white background	White and Black Caribbean	White and Black African	White and Asian	Other Mixed	Indian	Pakistani	Bangladeshi	Other Asian	Caribbean	African	Other Black	Chinese	Other ethnic group
Top	23.46%	12.50%	25.00%	15.79%	20.59%	22.61%	22.73%	10.00%	21.43%	6.12%	13.95%	-	14.29%	23.08%
Good	75.50%	87.50%	75.00%	84.21%	73.53%	76.88%	77.27%	90.00%	78.57%	91.84%	86.05%	100.00%	85.71%	76.92%
Improvement Needed	0.43%	-	-	-	2.94%	0.50%	-	-	-	2.04%	-	-	-	-
No Assessment	0.26%	-	-	-	2.94%	-	-	-	-	-	-	-	-	-
No Box Marking required	0.33%	-	-	-	-	-	-	-	-	-	-	-	-	-
Formal Poor Performance	0.02%	-	-	-	-	-	-	-	-	-	-	-	-	-
Suitable for promotion	44.09%	37.50%	50.00%	26.32%	35.29%	38.19%	45.45%	30.00%	28.57%	38.78%	30.23%	66.67%	57.14%	61.54%

Table 31(i): Appraisal markings (2008-09) – breakdown by all ethnic groups, by grade (SO)

Percentages of Appraisal markings - Senior Officer														
	White	Mixed				Asian or British Asian				Black or Black British			Chinese or other ethnic group	
Marking	Any white background	White and Black Caribbean	White and Black African	White and Asian	Other Mixed	Indian	Pakistani	Bangladeshi	Other Asian	Caribbean	African	Other Black	Chinese	Other ethnic group
Top	28.97%	50.00%	-	25.00%	11.11%	23.68%	-	100.00%	-	20.00%	-	100.00%	37.50%	25.00%
Good	70.40%	-	100.00%	75.00%	88.89%	76.32%	100.00%	-	100.00%	80.00%	77.78%	-	62.50%	75.00%
Improvement Needed	0.18%	50.00%	-	-	-	-	-	-	-	-	11.11%	-	-	-
No Assessment	0.18%	-	-	-	-	-	-	-	-	-	-	-	-	-
No Box Marking required	0.22%	-	-	-	-	-	-	-	-	-	-	-	-	-
Formal Poor Performance	0.04%	-	-	-	-	-	-	-	-	-	11.11%	-	-	-
Suitable for promotion	31.71%	50.00%	-	25.00%	11.11%	36.84%	-	-	50.00%	30.00%	11.11%	100.00%	37.50%	41.67%

Table 31(j): Appraisal markings (2009-10) – breakdown by all ethnic groups, by grade (SO)

Percentages of Appraisal markings - Senior Officer														
	White	Mixed				Asian or British Asian				Black or Black British			Chinese or other ethnic group	
Marking	Any white background	White and Black Caribbean	White and Black African	White and Asian	Other Mixed	Indian	Pakistani	Bangladeshi	Other Asian	Caribbean	African	Other Black	Chinese	Other ethnic group
Top	26.94%	50.00%	-	25.00%	22.22%	15.38%	33.33%	50.00%	12.50%	12.50%	-	-	14.29%	25.00%
Good	72.32%	50.00%	100.00%	75.00%	77.78%	82.05%	66.67%	50.00%	87.50%	87.50%	77.78%	100.00%	85.71%	75.00%
Improvement Needed	0.23%	-	-	-	-	-	-	-	-	-	-	-	-	-
No Assessment	0.16%	-	-	-	-	2.56%	-	-	-	-	-	-	-	-
No Box Marking required	0.35%	-	-	-	-	-	-	-	-	-	-	-	-	-
Formal Poor Performance	-	-	-	-	-	-	-	-	-	-	22.22%	-	-	-
Suitable for promotion	32.55%	-	-	50.00%	-	43.59%	-	50.00%	62.50%	37.50%	11.11%	100.00%	42.86%	41.67%

Table 31(k): Appraisal markings (2008-09) – breakdown by all ethnic groups, by grade (Fast Stream)

Percentages of Appraisal markings - Fast Stream														
	White	Mixed				Asian or British Asian				Black or Black British			Chinese or other ethnic group	
Marking	Any white background	White and Black Caribbean	White and Black African	White and Asian	Other Mixed	Indian	Pakistani	Bangladeshi	Other Asian	Caribbean	African	Other Black	Chinese	Other ethnic group
Top	12.05%	-	-	50.00%	-	28.57%	-	-	25.00%	-	-	-	-	-
Good	86.32%	-	100.00%	50.00%	-	71.43%	100.00%	100.00%	75.00%	100.00%	-	-	-	100.00%
Improvement Needed	1.63%	-	-	-	-	-	-	-	-	-	-	-	-	-
No Assessment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
No Box Marking required	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Formal Poor Performance	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Suitable for promotion	14.33%	-	-	-	-	42.86%	-	-	-	50.00%	-	-	-	-

Table 31(l): Appraisal markings (2009-10) – breakdown by all ethnic groups, by grade (Fast Stream)

Percentages of Appraisal markings - Fast Stream														
	White	Mixed				Asian or British Asian				Black or Black British			Chinese or other ethnic group	
Marking	Any white background	White and Black Caribbean	White and Black African	White and Asian	Other Mixed	Indian	Pakistani	Bangladeshi	Other Asian	Caribbean	African	Other Black	Chinese	Other ethnic group
Top	11.90%	-	-	50.00%	-	11.11%	-	-	-	-	-	-	-	-
Good	86.25%	-	-	50.00%	-	88.89%	100.00%	100.00%	100.00%	100.00%	-	-	-	100.00%
Improvement Needed	1.49%	-	-	-	-	-	-	-	-	-	-	-	-	-
No Assessment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
No Box Marking required	0.37%	-	-	-	-	-	-	-	-	-	-	-	-	-
Formal Poor Performance	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Suitable for promotion	17.84%	-	-	-	-	11.11%	33.33%	-	-	-	-	-	-	-

Table 31(m): Appraisal markings (2008-09) – breakdown by all ethnic groups, by grade (Grade 7)

Percentages of Appraisal markings - Grade 7														
	White	Mixed				Asian or British Asian				Black or Black British			Chinese or other ethnic group	
Marking	Any white background	White and Black Caribbean	White and Black African	White and Asian	Other Mixed	Indian	Pakistani	Bangladeshi	Other Asian	Caribbean	African	Other Black	Chinese	Other ethnic group
Top	25.49%	-	-	50.00%	50.00%	22.86%	50.00%	-	-	55.56%	40.00%	-	11.11%	33.33%
Good	73.41%	-	-	50.00%	50.00%	77.14%	50.00%	-	100.00%	44.44%	60.00%	-	88.89%	66.67%
Improvement Needed	0.49%	-	-	-	-	-	-	-	-	-	-	-	-	-
No Assessment	0.43%	100.00%	-	-	-	-	-	-	-	-	-	-	-	-
No Box Marking required	0.18%	-	-	-	-	-	-	-	-	-	-	-	-	-
Formal Poor Performance	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Suitable for promotion	37.93%	-	-	50.00%	50.00%	25.71%	50.00%	-	25.00%	44.44%	20.00%	-	22.22%	50.00%

Table 31(n): Appraisal markings (2009-10) – breakdown by all ethnic groups, by grade (Grade 7)

Percentages of Appraisal markings - Grade 7														
	White	Mixed				Asian or British Asian				Black or Black British			Chinese or other ethnic group	
Marking	Any white background	White and Black Caribbean	White and Black African	White and Asian	Other Mixed	Indian	Pakistani	Bangladeshi	Other Asian	Caribbean	African	Other Black	Chinese	Other ethnic group
Top	26.75%	-	-	-	-	23.08%	25.00%	-	11.11%	11.11%	-	100.00%	11.11%	25.00%
Good	72.26%	100.00%	100.00%	100.00%	100.00%	76.92%	75.00%	-	88.89%	88.89%	100.00%	-	88.89%	75.00%
Improvement Needed	0.31%	-	-	-	-	-	-	-	-	-	-	-	-	-
No Assessment	0.31%	-	-	-	-	-	-	-	-	-	-	-	-	-
No Box Marking required	0.37%	-	-	-	-	-	-	-	-	-	-	-	-	-
Formal Poor Performance	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Suitable for promotion	36.16%	-	-	-	25.00%	28.21%	50.00%	-	33.33%	44.44%	33.33%	100.00%	11.11%	25.00%

Table 31(o): Appraisal markings (2008-09) – breakdown by all ethnic groups, by grade (Grade 6)

Percentages of Appraisal markings - Grade 6														
	White	Mixed				Asian or British Asian				Black or Black British			Chinese or other ethnic group	
Marking	Any white background	White and Black Caribbean	White and Black African	White and Asian	Other Mixed	Indian	Pakistani	Bangladeshi	Other Asian	Caribbean	African	Other Black	Chinese	Other ethnic group
Top	32.69%	-	-	-	22.22%	11.11%	50.00%	-	-	-	-	-	-	-
Good	66.54%	100.00%	-	100.00%	77.78%	88.89%	50.00%	-	-	100.00%	100.00%	-	100.00%	100.00%
Improvement Needed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
No Assessment	0.26%	-	-	-	-	-	-	-	-	-	-	-	-	-
No Box Marking required	0.52%	-	-	-	-	-	-	-	-	-	-	-	-	-
Formal Poor Performance	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Suitable for promotion	26.10%	-	-	-	11.11%	33.33%	50.00%	-	-	-	-	-	-	-

Table 31(p): Appraisal markings (2009-10) – breakdown by all ethnic groups, by grade (Grade 6)

Percentages of Appraisal markings - Grade 6														
	White	Mixed				Asian or British Asian				Black or Black British			Chinese or other ethnic group	
Marking	Any white background	White and Black Caribbean	White and Black African	White and Asian	Other Mixed	Indian	Pakistani	Bangladeshi	Other Asian	Caribbean	African	Other Black	Chinese	Other ethnic group
Top	31.33%	-	-	-	37.50%	25.00%	-	-	-	-	-	-	-	-
Good	68.15%	100.00%	-	100.00%	62.50%	75.00%	100.00%	-	-	100.00%	100.00%	-	100.00%	100.00%
Improvement Needed	0.52%	-	-	-	-	-	-	-	-	-	-	-	-	-
No Assessment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
No Box Marking required	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Formal Poor Performance	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Suitable for promotion	26.63%	-	-	-	37.50%	50.00%	-	-	-	-	-	-	-	-

Appendix 7: Grievance procedures

Table 32(a): Grievances - breakdown by declaration categories

White	BAME	Choose not to declare	Not Known	Total
77	21	5	56	159
48.43%	13.21%	3.14%	35.22%	100.00%

Table 32(b): Grievances - breakdown by line of business

Line of Business	White	Mixed	Asian	Black	Chinese	Total BAME
Benefits & Credits	81.82%	-	13.64%	4.55%	-	18.18%
Business Tax	75.00%	-	-	-	25.00%	25.00%
Corporate Services	100.00%	-	-	-	-	0.00%
Enforcement & Compliance	68.97%	-	20.69%	10.34%	-	31.03%
Personal Tax	83.33%	-	13.89%	2.78%	-	16.67%
Total	78.57%	-	14.29%	5.10%	2.04%	21.43%

Table 32(c): Grievances - breakdown by grievance type and ethnic group

Grievance Type	White	Mixed	Asian	Black	Chinese	Total BAME
Age	100.00%	-	-	-	-	0.00%
Disability	84.48%	-	10.34%	1.72%	3.45%	15.52%
Race	-	-	75.00%	25.00%	-	100.00%
Religion	-	-	100.00%	-	-	100.00%
Sex	58.33%	-	25.00%	16.67%	-	41.67%
Other	84.62%	-	7.69%	7.69%	-	15.38%
Not recorded	100.00%	-	-	-	-	0.00%
Total	78.57%	-	14.29%	5.10%	2.04%	21.43%

Table 32(d): Grievances - breakdown by grievance type and line of business

Grievance Type	Benefits & Credits	Business Tax	Corporate Services	Enforcement & Compliance	Personal Tax
Age	-	-	-	80.00%	20.00%
Disability	25.81%	8.60%	4.30%	22.58%	38.71%
Race	-	-	-	71.43%	28.57%
Religion	-	-	-	100.00%	-
Sex	25.00%	-	-	25.00%	50.00%
Other	19.05%	14.29%	-	23.81%	42.86%
Not recorded	-	-	-	50.00%	50.00%
Total	20.13%	6.92%	2.52%	30.82%	39.62%

Table 32(e): Grievances – outcomes of closed cases

Outcome	White	Mixed	Asian	Black	Chinese	Total BAME
Upheld	100.00%	-	-	-	-	-
Partially Upheld	78.26%	-	13.04%	4.35%	4.35%	21.74%
Compensation	-	-	-	-	100.00%	100.00%
Not Upheld	66.67%	-	27.27%	6.06%	-	33.33%
Withdrawn	100.00%	-	-	-	-	-
Total	77.03%	-	16.22%	4.05%	2.70%	22.97%

Appendix 7: Grievance procedures

Table 32(f): Grievances – appeals

	White	Mixed	Asian	Black	Chinese	Total BAME
Appeals received	80.00%	-	10.00%	-	10.00%	20.00%

Table 32(g): Grievances – appeals by grievance type

Appeal Grievance Type	White	Mixed	Asian	Black	Chinese	Total BAME
Age	100.00%		-		-	-
Disability	76.92%		7.69%		15.38%	23.08%
Race	-		100.00%		-	100.00%
Sex	100.00%		-		-	-
Other	100.00%		-		-	-
Total	80.00%	-	10.00%	-	10.00%	20.00%

Table 32(h): Grievances – outcome of appeals

Outcome of appeals	White	Mixed	Asian	Black	Chinese	Total BAME
Upheld	100.00%	-	-	-	-	0.00%
Partially Upheld	60.00%	-	20.00%	-	20.00%	40.00%
Compensation	100.00%		-		-	0.00%
Not Upheld	83.33%	-	8.33%	-	8.33%	16.67%
Total	80.00%	-	10.00%	-	10.00%	20.00%

Table 33: Disciplinary referrals - breakdown by main ethnic groups and by grade

Grade	Total White	Mixed	Asian	Black	Chinese or other	Total BAME
SCS	100.00%	-	-	-	-	0.00%
Grade 6	100.00%	-	-	-	-	0.00%
Grade 7	92.86%	-	-	7.14%	-	7.14%
Band T	100.00%	-	-	-	-	0.00%
SO	90.00%	-	5.00%	5.00%	-	10.00%
HO	87.93%	1.72%	6.90%	3.45%	-	12.07%
O	83.77%	3.25%	6.49%	6.49%	-	16.23%
AO	90.65%	1.22%	5.49%	2.03%	0.61%	9.35%
AA	84.78%	3.26%	8.70%	3.26%	-	15.22%
Total	88.74%	1.78%	5.92%	3.20%	0.36%	11.26%

Table 35: Training nominations satisfied – breakdown by all ethnic groups

	White	Mixed				Asian or British Asian				Black or Black British			Chinese or Other Ethnic Group	
	Any white background	White and Black Caribbean	White and Black African	White and Asian	Other Mixed	Indian	Pakistani	Bangladeshi	Other Asian	Caribbean	African	Other Black	Chinese	Other Ethnic Group
Nominations satisfied in 2008-09	92.58%	0.16%	0.10%	0.30%	0.40%	3.13%	0.87%	0.20%	0.36%	0.80%	0.64%	0.03%	0.22%	0.20%
Nominations satisfied in 2009-10	92.62%	0.16%	0.10%	0.23%	0.43%	3.33%	0.89%	0.18%	0.32%	0.70%	0.57%	0.03%	0.27%	0.20%
Change in % of nominations satisfied between 2008-09 and 2009-10	0.04%	0.00%	0.00%	-0.07%	0.03%	0.20%	0.02%	-0.02%	-0.04%	-0.10%	-0.07%	0.00%	0.05%	0.00%