

# GEMS Group Initial Insights from Workforce Data

Philip Shipman – Head of People and Change

## Presentation

- What are the questions we're trying to answer?
- What are our data sources and how do we chose data sets?
- What are the insights we can gain from those data sets?
- What next?

# What are the questions?



## 2 Key Questions:

- Are we representative of the communities we serve?
- Do we treat all staff in NHS Grampian equally?

# Data Sources and Choice of Data Sets



## Choice of Data Set - Starting Point - NHS England Race Equality Data Metrics - Leadership and Recruitment

- **Key Data Indicator One** - Percentage of BAME staff at each pay level of the organisation mapped against overall staff in organisation. (Including Executive Board Members)
- **Key Data Indicator Two** - Likelihood of BAME staff shortlisted and appointed after shortlisting compared with white staff
- **Key Data Indicator Three** - Measurement of the ethnicity pay gap, mean & median hourly pay gap between BAME & White staff, Proportion of BAME & White staff receiving a bonus

# Data Sources and Choice of Data Sets



## NHS England Race Equality Data Metrics - Formal Workplace Processes

- **Key Data Indicator Four** - Likelihood of BAME staff applications for formal flexible working being successful compared with White staff.
- **Key Data Indicator Five** - Likelihood of BAME staff being investigated through the formal disciplinary process compared to White Staff
- **Key Data Indicator Six** - Likelihood of BAME staff being dismissed after entering formal disciplinary process compared to White staff.

# Data Sources and Choice of Data Sets



## Data Sources

- Census
- National JobTrain System for applicants
- National eESS System for employees
- Ad Hoc data collection

Amongst the key requirements for data sources are accuracy and replicability

# Data Sources and Choice of Data Sets



Not all data held in NHS Grampian systems – eg formal disciplinary investigations, formal requests for flexible working

Can therefore only report on data currently held

First pass of data prepared for GEMS meeting today – so has some caveats/further interrogation required

# Initial Insights from Data



Question 1 – are we representative of the communities we serve?

- 31.2% prefer not to say/blank
- Of those who do, NHS Grampian employs a greater percentage of BAME staff than the population we serve

## COMPARISON OF CENSUS AND NHS GRAMPIAN HEADCOUNT

	White - Scottish	White - Other British	White - Irish	White - Polish	White - Other	Asian, Asian Scottish or Asian British	Other Ethnic Groups	Blank / Don't Know	Prefer not to Say	Total Headcount
NHS Grampian % Headcount (Staff in Post 31/01/2023)	47.2	9.2	1.2	0.2	3.6	4.8	2.7	9.3	21.9	16683
Grampian % Population (Census Data 20/03/2011)	78.7	11.4	0.7	1.9	3.2	2.1	1.9	0.0	0.0	569061
Difference	-31.5	-2.2	0.5	-1.8	0.4	2.6	0.8	9.3	21.9	



# Initial Insights from Data



Question 1 – are we representative of the communities we serve?

- Medical and Dental are most ethnically diverse
- Admin and AHP are less ethnically diverse
- Senior Managers are least ethnically diverse

PERCENTAGE ETHNICITY BY JOB FAMILY

	NHS Grampian	Administrative Services	Allied Health Profession	Dental Support	Healthcare Sciences	Medical & Dental	Medical Support	Nursing / Midwifery	Other Therapeutic	Personal & Social Care	Senior Managers	Support Services
White - Scottish	47.2	50.8	54.0	50.7	47.4	19.4	33.6	55.4	52.8	41.9	40.9	39.5
White - Other British	9.2	7.2	12.2	5.4	6.1	18.7	8.4	8	10.6	13.5	22.7	4.5
White - Irish	1.2	0.2	3.2	0.0	1.4	2	2.3	1	3.2	0	0	0.1
White - Polish	0.2	0.2	0.1	1.0	0.3	0.2	0	0	0.8	0	0	0.4
White - Other	3.6	2.2	2.6	2.0	5.8	6.3	3.1	2.4	4.4	1.4	0	6.5
Asian, Asian Scottish or Asian British	4.8	1.7	1.2	0.0	6.7	14.5	5.3	3	2.8	1.4	0	6.9
Other Ethnic Groups	2.7	1.2	1.0	1.0	3.1	6.2	6.1	2.7	2.4	1.4	4.5	1.5
Blank / Don't Know	9.3	8.2	5.9	7.8	4.7	22.1	6.9	7.3	7.6	14.9	18.2	7.9
Prefer not to Say	21.9	28.3	19.7	32.2	24.5	10.7	34.4	20.2	15.3	25.7	13.6	32.9

# Initial Insights from Data



## Question 2 – do we treat all staff in NHS Grampian equally?

- BAME ethnicity skewed towards lower AfC Bands

### AGENDA FOR CHANGE STAFF AS AT 31<sup>st</sup> JANUARY 2023

	NHS Grampian	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8A	Band 8B	Band 8C	Band 8D	Band 9
White - Scottish	47.2	42.1	50.5	50.2	55.2	55.9	56.1	54.4	54.1	55.6	50.9	50
White - Other British	9.2	4.2	6.4	6.5	8.7	10	10.1	11.5	11	14.8	25.5	16.7
White - Irish	1.2	0.1	0.2	0.3	1.7	1.6	1.8	2.5	2.4	0	0	0
White - Polish	0.2	0.3	0.2	0.4	0.1	0.1	0.1	0	0	0	0	0
White - Other	3.6	5.8	3	2.4	2.6	2.2	1.3	3.3	2.9	2.8	0	0
Asian, Asian Scottish or Asian British	4.8	6	2.6	1.3	3.6	2.5	2	1	0.5	0.9	1.8	0
Other Ethnic Groups	2.7	2.1	2	1.4	3.4	1.3	1.9	0.2	1	0	0	0
Blank / Don't Know	9.3	11.2	9.7	8.2	7.9	3.9	2.4	2.1	4.8	1.9	1.8	0
Prefer not to Say	21.9	28	25.4	29.3	16.7	22.4	24.3	24.6	23.4	24.1	20	33.3

# Initial Insights from Data



## Question 2 – do we treat all staff in NHS Grampian equally?

- ESM – very little diversity

### EXECUTIVE / SENIOR MANAGER AS AT 31<sup>st</sup> JANUARY 2023

	NHS Grampian	Executive / Senior Manager Grade A	Executive / Senior Manager Grade B	Executive / Senior Manager Grade D	Executive / Senior Manager Grade F	Executive / Senior Manager Grade G	Executive / Senior Manager Grade H
White - Scottish	47.2	33.0	100.0	75.0	18.2	100.0	0.0
White - Other British	9.2	33.0	0.0	25.0	27.3	0.0	0.0
White - Irish	1.2	0.0	0.0	0.0	0.0	0.0	0.0
White - Polish	0.2	0.0	0.0	0.0	0.0	0.0	0.0
White - Other	3.6	0.0	0.0	0.0	0.0	0.0	0.0
Asian, Asian Scottish or Asian British	4.8	0.0	0.0	0.0	0.0	0.0	0.0
Other Ethnic Groups	2.7	0.0	0.0	0.0	9.1	0.0	0.0
Blank / Don't Know	9.3	0.0	0.0	0.0	36.4	0.0	0.0
Prefer not to Say	21.9	33.3	0.0	0.0	9.1	0.0	100.0

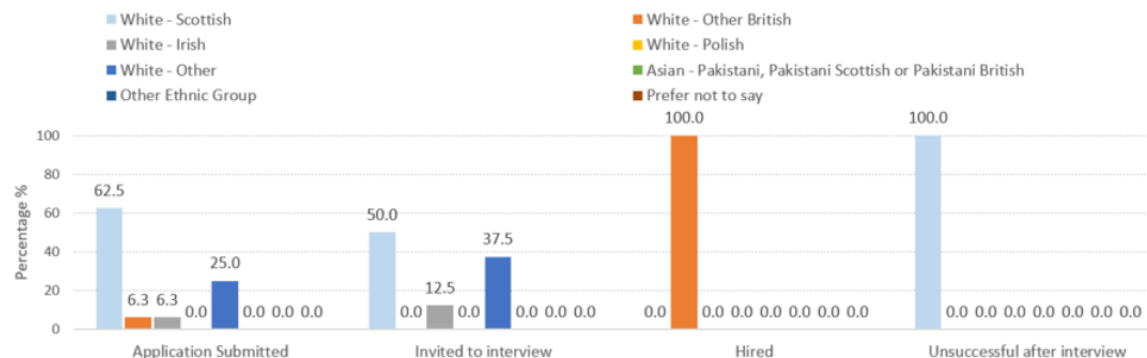
# Initial Insights from Data



## Question 2 – do we treat all staff in NHS Grampian equally?

- ESM – not attracting a mix of applicants
- Caveat - very few ESM vacancies

VACANCY SHORTLISTING BY ETHNICITY 1<sup>ST</sup> JUNE 2022 – 31<sup>ST</sup> JANUARY 2023 (SENIOR MANAGERS)



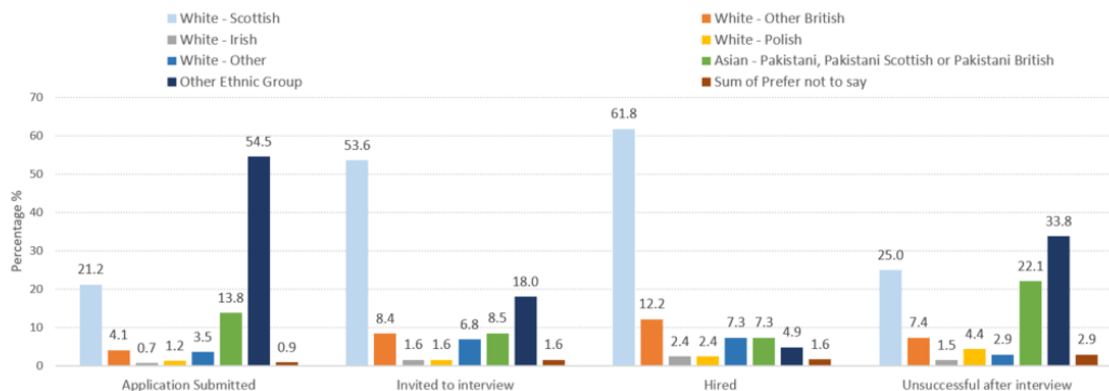
# Initial Insights from Data



## Question 2 – do we treat all staff in NHS Grampian equally?

- Recruitment shortlisting seemingly skewed towards white Scottish
- Caveat – further understanding of data needed

VACANCY SHORTLISTING BY ETHNICITY 1<sup>ST</sup> JUNE 2022 – 31<sup>ST</sup> JANUARY 2023 (ALL VACANCIES)



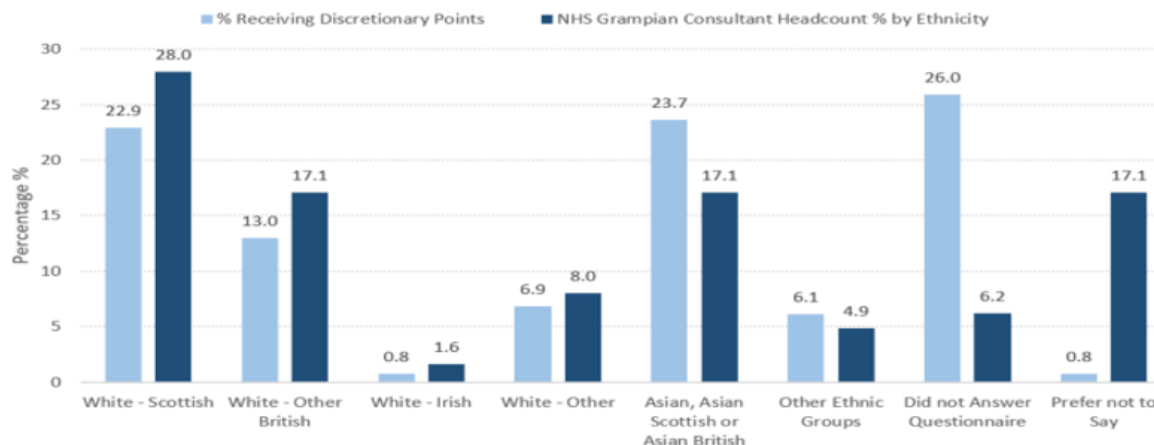
# Initial Insights from Data



## Question 2 – do we treat all staff in NHS Grampian equally?

- Discretionary Points skewed in favour of BAME ethnicity

DISCRETIONARY POINT ALLOCATION BY ETHNICITY 2020/2021



# Initial Insights from Data



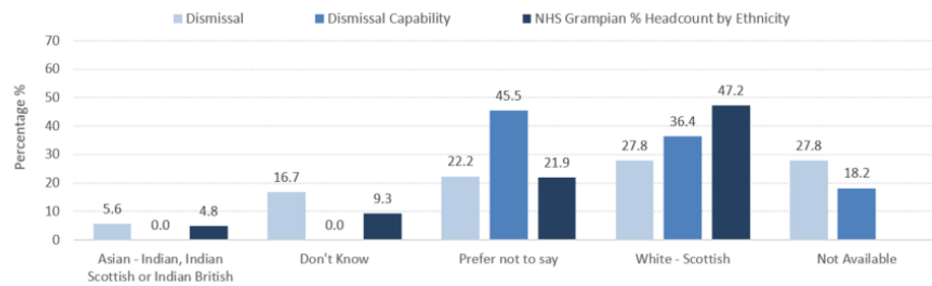
## Question 2 – do we treat all staff in NHS Grampian equally?

- Dismissals not ethnically skewed

### DISMISSALS 1<sup>ST</sup> OCTOBER 2021 – 28<sup>TH</sup> FEBRUARY 2023

Total Number of Leavers (Permanent & Fixed-Term Contracts only)	3909
Dismissal	18 (0.46%)
Dismissal Capability	11 (0.28%)

### DISMISSALS BY ETHNICITY 1<sup>ST</sup> OCTOBER 2021 – 28<sup>TH</sup> FEBRUARY 2023



## What Next?

- Double check data accuracy – with particular emphasis on JobTrain data
- Fill the data gaps:
  - Prefer not to say/blank
  - NHSG data sets compared to NHS England
- Focus for Anti Racism Action Plan/Strategy:
  - Diversity in ESM, Admin and AHPs
  - Diversity across AfC Bands
  - Make NHS Grampian attractive to BAME applicants
  - Ensure equity in selection processes