



The Open  
University

# Equality and Diversity Annual Report 2016

Monitoring data

Internal Staff

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Comments or queries about this report are welcomed and should be sent for the attention of the Head of Equality, Diversity and Information Rights.

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# Internal Staff

## General

### About Internal Staff

Internal staff include academic, academic-related and support staff and at December 2015 the University had around 5120 staff in this category. Around 78% of OU staff are based at Walton Hall in Milton Keynes with the remaining staff based at centres in Scotland, Wales, Ireland and English regions. The recruitment pool is local, national and international for some job categories.

### Notes on the data

The 2015 reporting period is from 1 January 2015 to 31 December 2015. In several areas, where data was available, the previous five years' or aggregated data for a number of years is reported.

Staff on unpaid leave as at the 31<sup>st</sup> December of each year have been included in the headcounts. Agency temporary staff are reported separately.

In line with the Monitoring strategy set out in our Equality Scheme, data for Pay Gap and for Disciplinary cases is monitored every 2 or every 3 years and is therefore not included in this report.

### Workforce Composition

Data for five years is included for the entire workforce as well as for staff just in the most senior job roles, which is defined as Pro-Vice-Chancellors, Deans, Professors and Heads of Units. Data by location, by unit, by staff category, by grade and by contract type for the most recent year is available for staff to download in Excel files.

### Recruitment

There are three stages to the internal staff recruitment process (application, short listing and appointment) and monitoring data is provided for each. Data for the most recent year is provided and data for previous years is available for staff to download in Excel files. Charts include data for five years.

### Leavers

In this section we include both voluntary and involuntary staff turnover data. Voluntary turnover is a particularly meaningful measure of staff satisfaction since in this situation the decision to leave rests with the member of staff. Voluntary turnover excludes reasons such as redundancy, end of fixed term contract and dismissals but since the abolishment of the default retirement age it does include retirements.

Voluntary turnover is calculated as follows:

$$Voluntary\_turnover = \frac{\text{Number of voluntary leavers}}{\frac{\text{Headcount beginning period} + \text{Headcount end period}}{2}} * 100$$

Data for the previous year and the previous five years aggregated is included.

### Reasonable Adjustments

There were 7 requests for reasonable adjustments made in the year to December 2015.

## Promotion

In the context of this report, promotion is defined as an improvement in the job grade of an individual. This change to a higher grade could happen for several reasons and thus, four different categories of promotions are included in this section: (1) internal transfer, when an individual moves to a different unit; (2) internal promotion, when an individual is appointed to a different post within the same unit; (3) Job regrade, when an individual's position is re-evaluated (i.e. increase of responsibilities) and (4) Secondment & Placement, when an individual moves to a different post temporarily for development purposes.

## Training and Development

The average number of courses undertaken by staff is taken from the Staff Learning Management System (LMS). This system advertises OU training courses and allows staff to enrol for these courses and check their training records. It is estimated that LMS records currently cover between 70% and 90% of the training and development activities undertaken by OU staff, although this varies according to the practice of each unit in recording courses.

Data for the previous year and aggregated data for the previous five years is included.

## Maternity

The majority of the maternity data has been taken from the ResourceLink HR and Payroll system. This system was new to the University from mid-way through 2013. The remaining data prior to this date has been sourced from a spreadsheet but unfortunately this data was not sufficiently reliable prior to 2013. We are therefore reporting on the two most recent years with the aim of reporting on a wider remit of data from 2017 onwards.

## Staff Survey

As Staff Survey is only carried out every other year, no 2015 data was available, therefore Staff Survey analysis has been carried out using data from 2014.

# Internal Staff

## Age

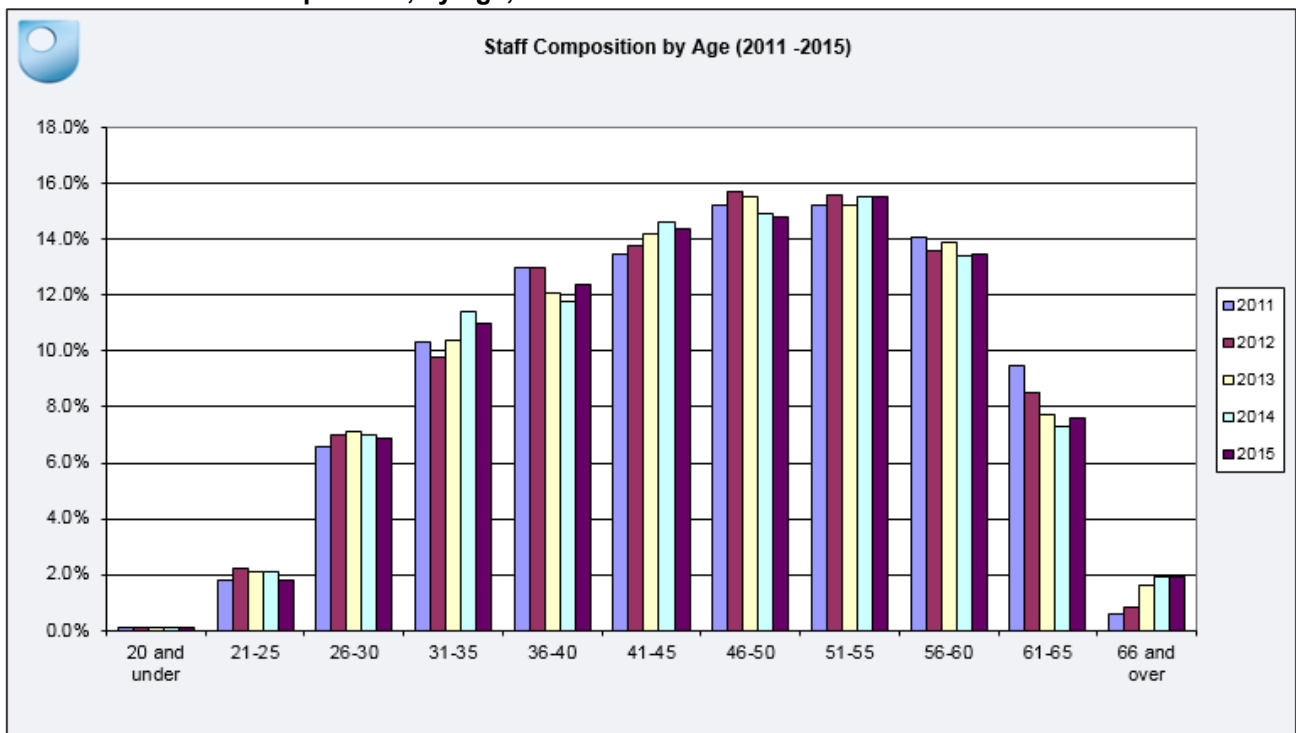
### Workforce Composition

In 2015 around 38% of internal staff are aged 51 and over and 20% of the workforce are aged 35 and under. This trend remained the same over the last five years.

**Table 1: Overall workforce composition, by age, 2011-2015**

	2011		2012		2013		2014		2015	
	total	% of total	total	% of total	total	% of total	total	% of total	total	% of total
20 and under	5	0.1%	4	0.1%	5	0.1%	7	0.1%	6	0.1%
21-25	96	1.8%	116	2.2%	109	2.1%	110	2.1%	90	1.8%
26-30	350	6.6%	360	7.0%	374	7.1%	369	7.0%	353	6.9%
31-35	545	10.3%	507	9.8%	548	10.4%	602	11.4%	563	11.0%
36-40	684	13.0%	672	13.0%	634	12.1%	623	11.8%	637	12.4%
41-45	710	13.5%	715	13.8%	747	14.2%	770	14.6%	738	14.4%
46-50	804	15.2%	811	15.7%	811	15.5%	787	14.9%	760	14.8%
51-55	803	15.2%	805	15.6%	799	15.2%	817	15.5%	797	15.5%
56-60	743	14.1%	705	13.6%	730	13.9%	706	13.4%	694	13.5%
61-65	501	9.5%	439	8.5%	402	7.7%	383	7.3%	390	7.6%
66 and over	33	0.6%	41	0.8%	86	1.6%	98	1.9%	98	1.9%
<b>Total</b>	<b>5274</b>	<b>100%</b>	<b>5175</b>	<b>100%</b>	<b>5245</b>	<b>100%</b>	<b>5272</b>	<b>100%</b>	<b>5126</b>	<b>100%</b>

**Chart 1: Workforce composition, by age, 2011-2015**



# Internal Staff

## Age

### Senior Staff Composition

Senior staff include Pro-Vice-Chancellors, Deans, Professors and Heads of Units.

In 2015, 72.9% (176) of staff within this category were aged 51 and over. There has been a similar pattern since 2011.

**Table 2: Senior staff composition, by age, 2011-2015**

	2011		2012		2013		2014		2015	
	total	% of total	total	% of total	total	% of total	total	% of total	total	% of total
21-25	1	0.4%	1	0.4%	0	0.0%	0	0.0%	0	0.0%
26-30	0	0.0%	0	0.0%	2	0.8%	1	0.4%	1	0.4%
31-35	1	0.4%	1	0.4%	0	0.0%	0	0.0%	2	0.8%
36-40	7	2.7%	5	2.1%	4	1.6%	1	0.4%	2	0.8%
41-45	33	12.6%	26	10.9%	18	7.2%	16	6.9%	24	10.0%
46-50	35	13.4%	37	15.5%	41	16.3%	42	18.0%	36	14.9%
51-55	45	17.2%	45	18.9%	50	19.9%	49	21.0%	56	23.2%
56-60	62	23.7%	57	23.9%	53	21.1%	50	21.5%	56	23.2%
61-65	69	26.3%	52	21.8%	58	23.1%	48	20.6%	41	17.0%
66 and over	9	3.4%	14	5.9%	25	10.0%	26	11.2%	23	9.5%
Total	262	100%	238	100%	251	100%	233	100%	241	100%

# Internal Staff

## Age

### Recruitment

In 2015, applicants in the age 36 and over were most likely to be shortlisted whereas applicants aged range 25 and under were least likely to be shortlisted. In terms of actual appointments, shortlisted applicants aged between 26 and 45 were most likely to be appointed whereas shortlisted applicants aged 46-55 were least likely to be appointed. It is interesting that applicants aged 25 and under were least likely to be shortlisted and appointed.

**Table 3: Applications and appointments, by age, 2015**

		applicants	% of total	shortlisted	% applicants shortlisted	appointed	% shortlisted appointed
Known	25 and under	702	9.8%	168	23.9%	47	28.0%
	26-35	2249	31.6%	673	29.9%	255	37.9%
	36-45	1897	26.6%	598	31.5%	205	34.3%
	46-55	1726	24.2%	558	32.3%	165	29.6%
	56 and over	554	7.8%	174	31.4%	55	31.6%
	Total	7128	100%	2172	30.5%	727	33.5%
Total		7128	100%	2172	30.5%	727	33.5%

Chart 2 and Chart 3 overleaf compare these recruitment figures over the past five years.

Note: In order to identify the differences between the experiences of people in different groups, the data in these charts has been set to the same base. Therefore, all values above one, shown as 'Total' indicate higher than average shortlisting and appointments and those below one indicate lower than average shortlisting and appointments.

**Chart 2: Index of applicants shortlisted, by age, 2011-2015**

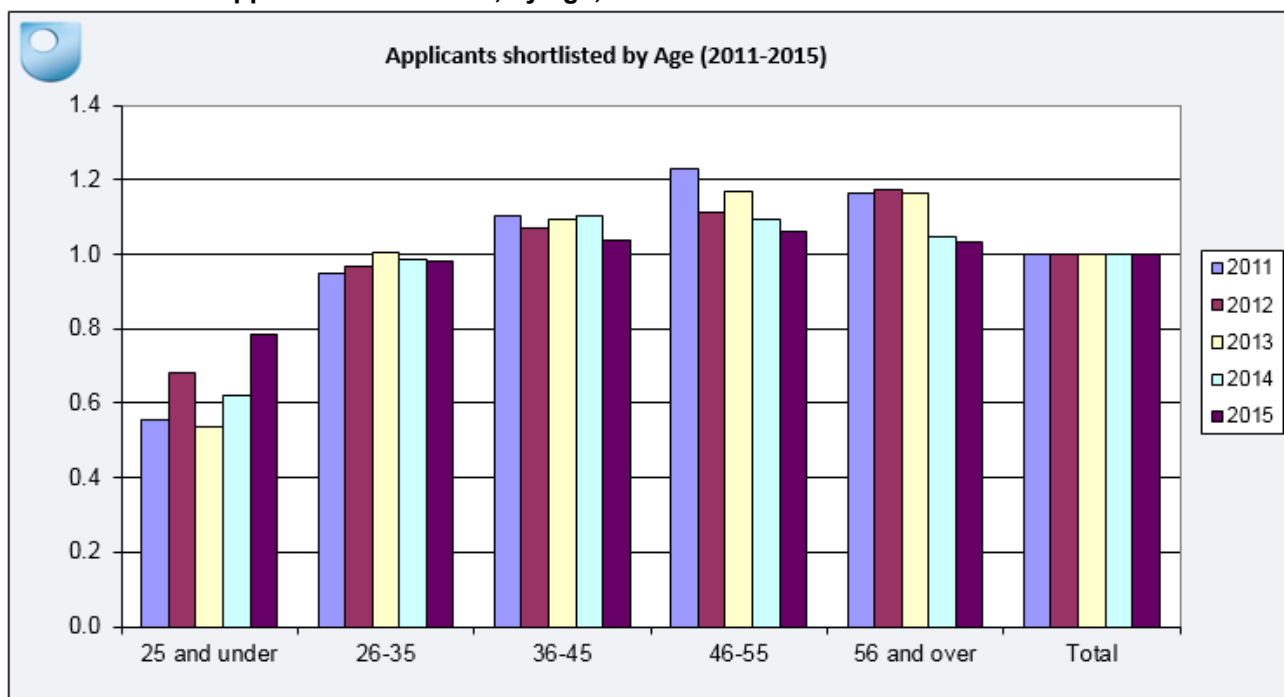
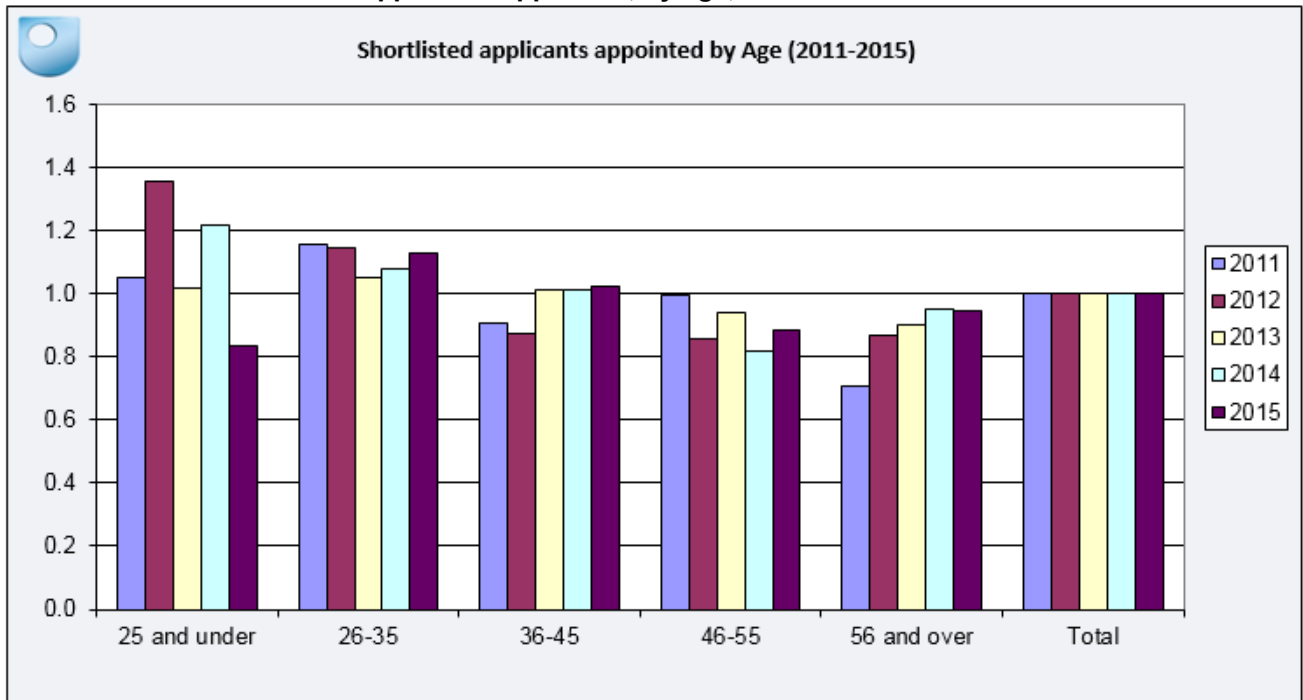


Chart 3: Index of shortlisted applicants appointed, by age, 2011-2015





# Internal Staff

## Age

### Leavers

Table 4 shows the number and percentage of leavers by age, whilst table 5 shows aggregated data for five years. Table 6 shows reasons for staff leaving the university.

The highest voluntary turnover of internal staff before retirement age is within the age band 56 and over. Please note that due to the recent abolishment of the default retirement age, retirement leavers are now classified as voluntary.

**Table 4: Leavers and turnover, by age, 2015**

	Involuntary		Voluntary		Total	
	leavers	turnover	leavers	turnover	leavers	turnover
20 and under	0	0.0%	3	50.0%	3	50.0%
21-25	4	4.4%	16	17.8%	20	22.2%
26-30	15	4.2%	34	9.6%	49	13.9%
31-35	29	5.2%	52	9.2%	81	14.4%
36-40	19	3.0%	38	6.0%	57	8.9%
41-45	35	4.7%	45	6.1%	80	10.8%
46-50	34	4.5%	27	3.6%	61	8.0%
51-55	42	5.3%	42	5.3%	84	10.5%
56-60	54	7.8%	61	8.8%	115	16.6%
61-65	71	18.2%	75	19.2%	146	37.4%
66 and over	8	8.2%	29	29.6%	37	37.8%
<b>Total</b>	<b>311</b>	<b>6.07%</b>	<b>422</b>	<b>8.2%</b>	<b>733</b>	<b>14.3%</b>

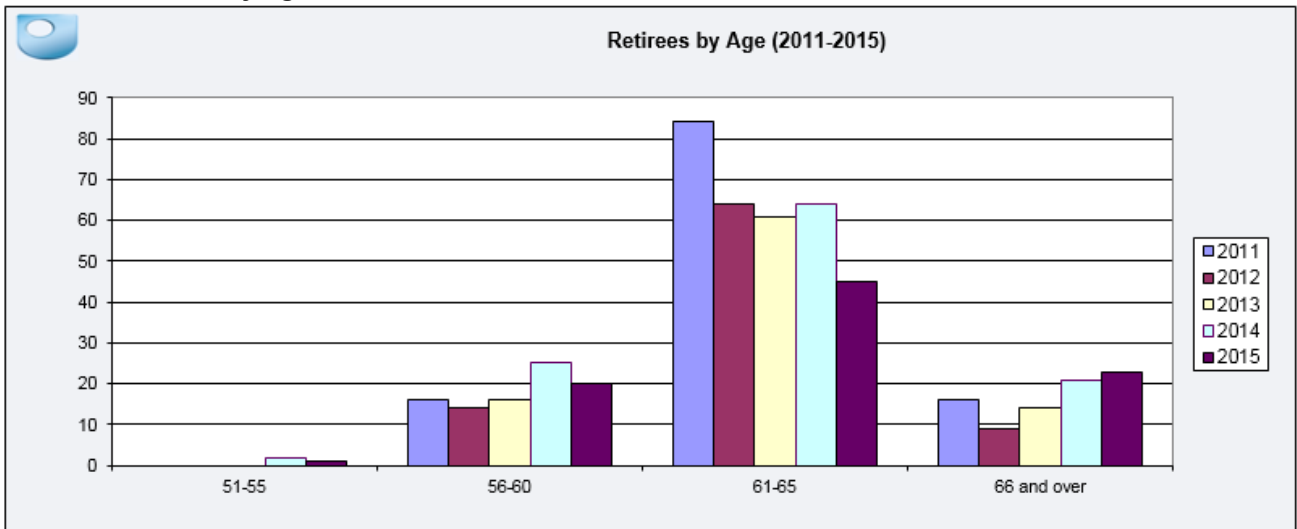
**Table 5: Leavers, by age, 2011-2015**

	Involuntary		Voluntary		Total	
	leavers	% of total	leavers	% of total	leavers	% of total
20 and under	4	0.4%	5	0.3%	9	0.3%
21-25	34	3.3%	62	3.2%	96	3.2%
26-30	90	8.7%	171	8.9%	261	8.8%
31-35	116	11.2%	202	10.5%	318	10.7%
36-40	100	9.6%	190	9.9%	290	9.8%
41-45	102	9.8%	189	9.8%	291	9.8%
46-50	120	11.5%	146	7.6%	266	9.0%
51-55	147	14.1%	144	7.5%	291	9.8%
56-60	151	14.5%	284	14.8%	435	14.7%
61-65	143	13.8%	434	22.6%	577	19.5%
66 and over	33	3.2%	95	4.9%	128	4.3%
<b>Total</b>	<b>1040</b>	<b>100%</b>	<b>1922</b>	<b>100%</b>	<b>2962</b>	<b>100%</b>

**Table 6: Leavers, by age and reason for leaving, 2015**

		25 and under		26-35		36-45		46-55		56 and over		Total	
		leavers	% of total	leavers	% of total	leavers	% of total	leavers	% of total	leavers	% of total	leavers	% of total
Involuntary	Deceased	0	0.0%	0	0.0%	1	50%	0	0.0%	1	50%	2	0.3%
	Dismissal	0	0.0%	2	28.6%	1	14.3%	3	42.9%	1	14.3%	7	1%
	End of Temporary Contract	4	4.6%	28	32.2%	19	21.8%	21	24.1%	15	17.2%	87	11.9%
	Ill Health Retirement	0	0.0%	0	0.0%	0	0.0%	2	25%	6	75.0%	8	1.1%
	Redundancy	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	100%	2	0.3%
	Severance	0	0.0%	14	6.8%	33	16.1%	50	24.4%	108	52.7%	205	28%
	<b>Total</b>	<b>4</b>	<b>1.3%</b>	<b>44</b>	<b>14.1%</b>	<b>54</b>	<b>17.4%</b>	<b>76</b>	<b>24.4%</b>	<b>133</b>	<b>42.8%</b>	<b>311</b>	<b>42.4%</b>
Voluntary	Early Retirement	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	100%	1	0.1%
	Enhanced early retirement	0	0.0%	0	0.0%	0	0.0%	0	0.0%	47	100%	47	6.4%
	Normal Retirement	0	0.0%	0	0.0%	0	0.0%	1	1.1%	87	98.9%	88	12%
	Resignation - Other	7	6.3%	31	27.9%	32	28.8%	28	25.2%	13	11.7%	111	15.1%
	Resignation - Personal Reasons	4	7.1%	19	33.9%	13	23.2%	14	25%	6	10.7%	56	7.6%
	Resignation Work-related	8	8.1%	36	36.4%	27	27.3%	22	22.2%	6	6.1%	99	13.5%
	Settlement Agreement	0	0.0%	0	0.0%	11	55.0%	4	20%	5	25%	20	2.7%
	<b>Total</b>	<b>19</b>	<b>4.5%</b>	<b>86</b>	<b>20.4%</b>	<b>83</b>	<b>19.7%</b>	<b>69</b>	<b>16.4%</b>	<b>165</b>	<b>39.1%</b>	<b>422</b>	<b>57.6%</b>
<b>Total</b>	<b>23</b>	<b>3.1%</b>	<b>130</b>	<b>17.7%</b>	<b>137</b>	<b>18.7%</b>	<b>145</b>	<b>19.8%</b>	<b>298</b>	<b>40.7%</b>	<b>733</b>	<b>100%</b>	

**Chart 4: Retirees, by age, 2011-2015**



# Internal Staff

## Age

### Reasonable Adjustments

There were an insufficient number of reasonable adjustment cases in 2015 to make comparisons meaningful.

**Table 7: Reasonable Adjustment cases, by age, 2015**

	cases	avg headcount	% of headcount
26-35	1	914.2	0.1%
36-45	3	1386	0.2%
46-55	2	1598.8	0.1%
56 and over	1	1209.8	0.1%
Total	7	5218.4	0.1%

# Internal Staff

## Age

### Promotions

Table 8 shows the number and percentage of promotions by age, whilst table 9 shows aggregated data for five years.

Staff aged 35 and under were the most likely to be promoted in 2015 whereas staff aged 56 and over were the least likely to be promoted.

**Table 8: Promotions, by age, 2015**

	promotions	headcount	% of headcount
25 and under	10	96	10.4%
26-35	116	916	12.7%
36-45	94	1375	6.8%
46-55	94	1557	6.0%
56 and over	29	1182	2.5%
Total	343	5126	6.7%

**Table 9: Promotions, by age, 2011-2015**

	promotions	avg headcount	% of avg headcount
25 and under	76	109.6	69.3%
26-35	507	914.2	55.5%
36-45	451	1386	32.5%
46-55	427	1598.8	26.7%
56 and over	143	1209.8	11.8%
Total	1604	5218.4	30.7%

# Internal Staff

## Age

### Training and Development

Table 10 shows the number of training courses by training and age, whilst table 11 shows the average number of courses taken by staff. Table 12 shows aggregated data for five years.

The total number of courses taken by the staff was 4425 in 2015.

All staff except those aged 46 and over taking a higher than average number of courses.

Please note that the type of course is not consistently captured across all training and development initiatives within the OU and as such a large proportion of the courses fall under 'Other'.

**Table 10: Training, by age and type of training, 2015**

	25 and under	26-35	36-45	46-55	56 and over	Total
Coaching & Mentoring	0	0	1	1	0	2
Equality & Diversity	2	19	25	31	17	94
Health & Safety	5	35	52	52	31	175
Leadership & Management	0	2	8	2	4	16
Other	101	847	1169	1075	676	3868
Skills Development	7	95	83	68	17	270
<b>Total</b>	<b>115</b>	<b>998</b>	<b>1338</b>	<b>1229</b>	<b>745</b>	<b>4425</b>

**Table 11: Average Training, by age and type of training, 2015**

	25 and under	26-35	36-45	46-55	56 and over	Total
Coaching & Mentoring	0.0	0.0	0.0	0.0	0.0	0.0
Equality & Diversity	0.0	0.0	0.0	0.0	0.0	0.0
Health & Safety	0.1	0.0	0.0	0.0	0.0	0.0
Leadership & Management	0.0	0.0	0.0	0.0	0.0	0.0
Other	1.1	0.9	0.9	0.7	0.6	0.8
Skills Development	0.1	0.1	0.1	0.0	0.0	0.1
<b>Total</b>	<b>1.2</b>	<b>1.1</b>	<b>1.0</b>	<b>0.8</b>	<b>0.6</b>	<b>0.9</b>

**Table 12: Training, by age, 2011-2015**

	courses	avg headcount	avg per avg headcount
25 and under	886	109.6	8.1
26-35	7640	914.2	8.4
36-45	11097	1386	8.0
46-55	11741	1598.8	7.3
56 and over	6782	1209.8	5.6
<b>Total</b>	<b>38146</b>	<b>5218.4</b>	<b>7.3</b>

## Internal Staff

### Age

## Grievances, Bullying & Harassment

Table 13 shows the number of Grievances, Bullying and Harassment cases by age, in 2015 whilst table 14 shows aggregated data for five years.

There was an insufficient number of Grievance or Bullying and Harassment cases in 2015 to make a meaningful comparison.

For the University as a whole, 0.8% of staff have raised a Grievance or Bullying and Harassment cases over the previous five years. Staff aged 56 and over were most likely to file a Grievance or Bullying and Harassment case over the last five years.

**Table 13: Grievances, Bullying & Harassment, by age, 2015**

	Cases	headcount	% of headcount
25 and under	1	96	1.0%
46-55	1	1557	0.1%
Total	2	5126	0.0%

**Table 14: Grievances, Bullying & Harassment, by age, 2011-2015**

	Cases	avg headcount	% of avg headcount
26-35	2	914.2	0.2%
36-45	16	1386	1.2%
46-55	8	1598.8	0.5%
56 and over	20	1209.8	1.7%
Total	44	5218.4	0.8%

# Internal Staff Disability

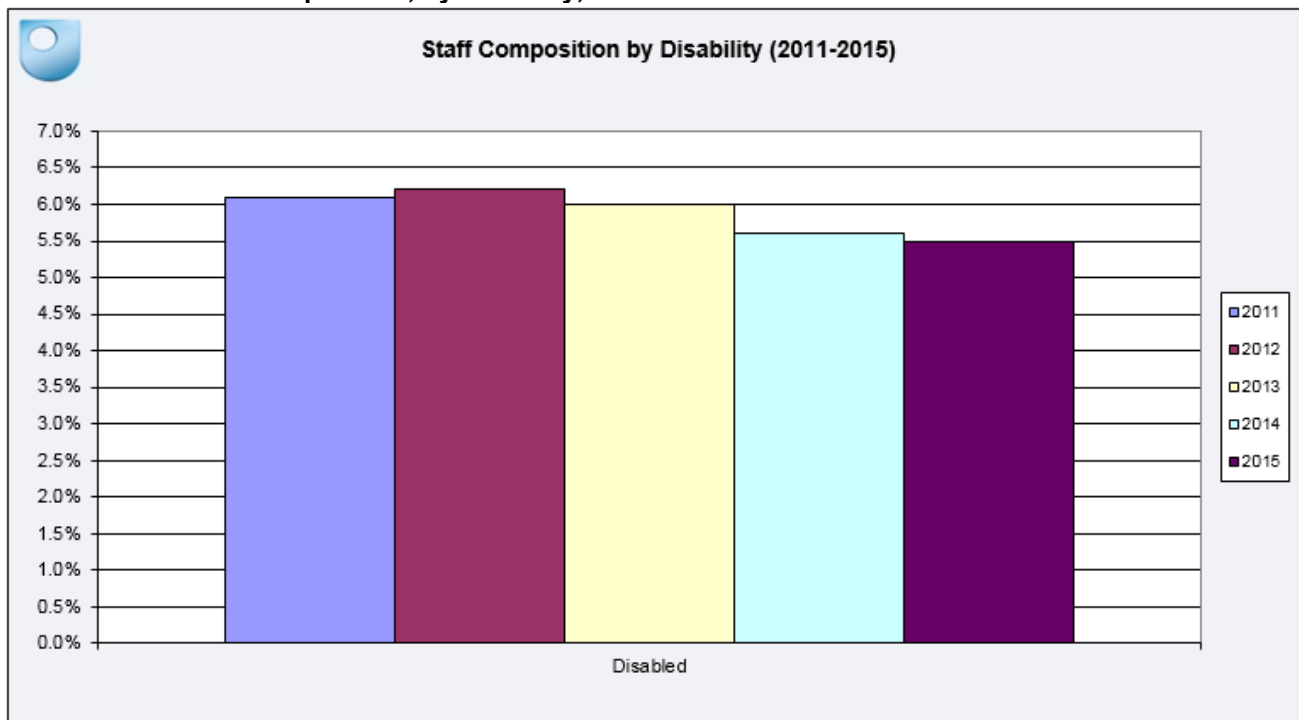
## Workforce Composition

In the past year the percentage and number of internal staff with a declared disability decreased marginally from 5.6% (294) to 5.5% (284). We can observe that decreasing trend remains stable over the past five years.

**Table 15: Overall workforce composition, by disability, 2011-2015**

	2011		2012		2013		2014		2015	
	total	% of total	total	% of total	total	% of total	total	% of total	total	% of total
Disabled	321	6.1%	320	6.2%	314	6.0%	294	5.6%	284	5.5%
Non-disabled	4946	93.8%	4845	93.6%	4915	93.7%	4955	94.0%	4808	93.8%
Unknown	7	0.1%	10	0.2%	16	0.3%	23	0.4%	34	0.7%
<b>Total</b>	<b>5274</b>	<b>100%</b>	<b>5175</b>	<b>100%</b>	<b>5245</b>	<b>100%</b>	<b>5272</b>	<b>100%</b>	<b>5126</b>	<b>100%</b>

**Chart 5: Workforce composition, by disability, 2011-2015**



# Internal Staff

## Disability

### Senior Staff Composition

The percentage of senior staff with a declared disability dropped from 3.0 % in 2014 to 2.5% in 2015.

**Table 16: Senior staff composition, by disability, 2011-2015**

	2011		2012		2013		2014		2015	
	total	% of total	total	% of total	total	% of total	total	% of total	total	% of total
<b>Disabled</b>	9	3.4%	9	3.8%	8	3.2%	7	3.0%	6	2.5%
<b>Non-disabled</b>	252	96.2%	227	95.4%	241	96.0%	225	96.6%	234	97.1%
<b>Unknown</b>	1	0.4%	2	0.8%	2	0.8%	1	0.4%	1	0.4%
<b>Total</b>	262	100%	238	100%	251	100%	233	100%	241	100%



# Internal Staff

## Disability

### Recruitment

Although disabled applicants were more likely to be shortlisted than non-disabled applicants in 2015, shortlisted applicants with a declared disability were subsequently less likely to be appointed when compared to non-disabled applicants.

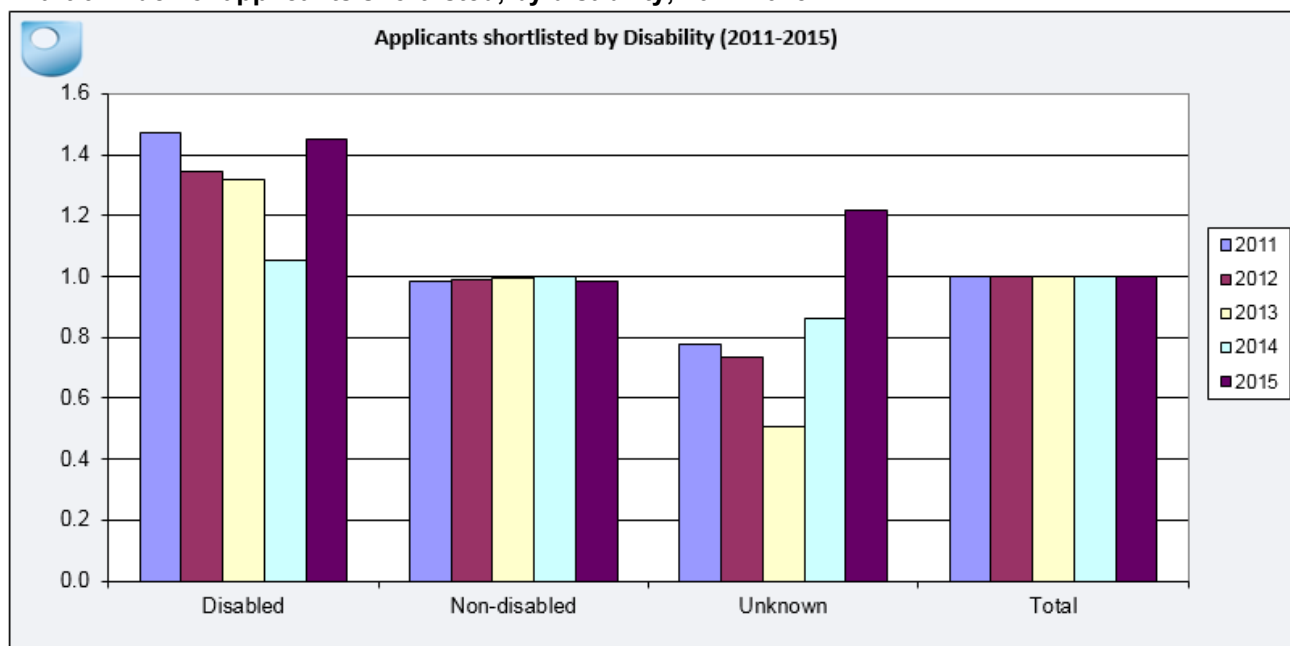
**Table 17: Applications and appointments, by disability, 2015**

		applicants	% of total	shortlisted	% applicants shortlisted	appointed	% shortlisted appointed
Known	Disabled	238	3.3%	105	44.1%	26	24.8%
	Non-disabled	6828	95.8%	2043	29.9%	688	33.7%
	Total	7066	99.1%	2148	30.4%	714	33.2%
Unknown	Unknown	62	0.9%	23	37.1%	13	56.5%
	Total	62	0.9%	23	37.1%	13	56.5%
Total		7128	100%	2171	30.5%	727	33.5%

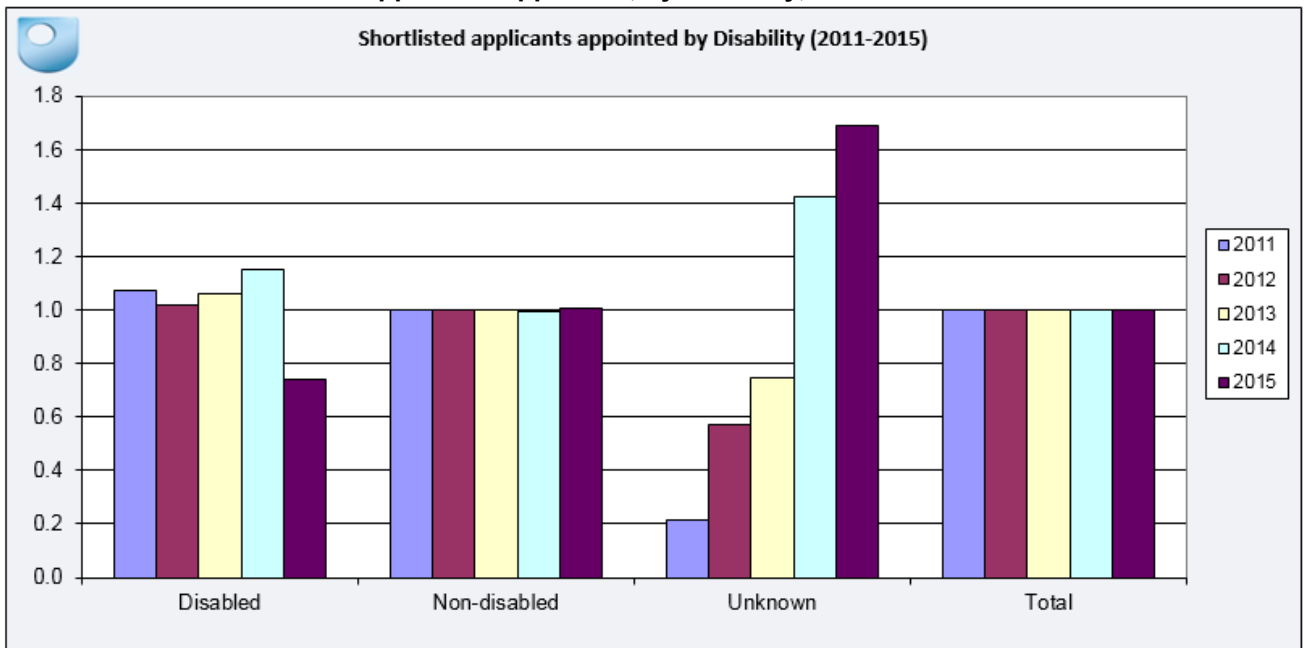
Chart 6 and Chart 7 overleaf compare these recruitment figures over the past five years.

Note: In order to identify the differences between the experiences of people in different groups, the data in these charts has been set to the same base. Therefore, all values above one, shown as 'Total' indicate higher than average shortlisting and those below one indicate lower than average shortlisting.

**Chart 6: Index of applicants shortlisted, by disability, 2011-2015**



**Chart 7: Index of shortlisted applicants appointed, by disability, 2011-2015**



# Internal Staff

## Disability

### Leavers

Table 18 shows the number and percentage of leavers by disability, whilst table 19 shows aggregated data for five years. Table 6 shows reasons for staff leaving the university.

For the university as a whole 10.2 of staff with a declared disability left voluntarily in 2015. One of the main reasons for staff with a declared disability for leaving the university was Enhanced Early Retirement for voluntary and Severance for involuntary in the last year.

**Table 18: Leavers and turnover, by disability, 2015**

	Involuntary		Voluntary		Total	
	leavers	turnover	leavers	turnover	leavers	turnover
Disabled	27	9.5%	29	10.2%	56	19.7%
Non-disabled	281	5.8%	385	8.0%	666	13.9%
Unknown	3	8.8%	8	23.5%	11	32.4%
<b>Total</b>	<b>311</b>	<b>6.1%</b>	<b>422</b>	<b>8.2%</b>	<b>733</b>	<b>14.3%</b>

**Table 19: Leavers, by disability, 2011-2015**

	Involuntary		Voluntary		Total	
	leavers	% of total	leavers	% of total	leavers	% of total
Disabled	81	7.8%	93	4.8%	174	5.9%
Non-disabled	949	91.3%	1815	94.4%	2764	93.3%
Unknown	10	1.0%	14	0.7%	24	0.8%
<b>Total</b>	<b>1040</b>	<b>100%</b>	<b>1922</b>	<b>100%</b>	<b>2962</b>	<b>100%</b>

**Table 20: Leavers, by disability and reason for leaving, 2015**

		Disabled		Non-disabled		Unknown		Total	
		leavers	% of total	leavers	% of total	leavers	% of total	leavers	% of total
Involuntary	Deceased	0	0.0%	2	100.0%	0	0%	2	0.3%
	Dismissal	0	0.0%	7	100.0%	0	0.0%	7	1.0%
	End of Temporary Contract	2	2.3%	84	96.6%	1	1.1%	87	11.9%
	Ill Health Retirement	5	62.5%	3	37.5%	0	0.0%	8	1%
	Redundancy	1	50.0%	1	50.0%	0	0.0%	2	0.3%
	Severance	19	9.3%	184	89.8%	2	1.0%	205	28.0%
	<b>Total</b>	<b>27</b>	<b>8.7%</b>	<b>281</b>	<b>90.4%</b>	<b>3</b>	<b>1.0%</b>	<b>311</b>	<b>42.4%</b>
Voluntary	Early Retirement	0	0.0%	1	100.0%	0	0.0%	1	0.1%
	Enhanced early retirement	8	17.0%	39	83.0%	0	0.0%	47	6.4%
	Normal Retirement	5	5.7%	83	94.3%	0	0.0%	88	12.0%
	Resignation - Other	5	4.5%	102	91.9%	4	3.6%	111	15.1%
	Resignation - Personal Reasons	3	5.4%	52	92.9%	1	1.8%	56	8%
	Resignation Work-related	6	6.1%	91	91.9%	2	2.0%	99	13.5%
	Settlement Agreement	2	10.0%	17	85.0%	1	5.0%	20	3%
<b>Total</b>	<b>29</b>	<b>6.9%</b>	<b>385</b>	<b>91.2%</b>	<b>8</b>	<b>1.9%</b>	<b>422</b>	<b>57.6%</b>	
<b>Total</b>		<b>56</b>	<b>7.6%</b>	<b>666</b>	<b>90.9%</b>	<b>11</b>	<b>1.5%</b>	<b>733</b>	<b>100%</b>

## Internal Staff

### Disability

#### Reasonable Adjustments

Not surprisingly, disabled staff were much more likely to request adjustments to be made in the past year (1%) in comparison to non-disabled staff (0.1%).

**Table 21: Reasonable Adjustment cases, by disability, 2015**

	<b>cases</b>	<b>avg headcount</b>	<b>% of headcount</b>
<b>Disabled</b>	3	306.6	1.0%
<b>Non-disabled</b>	4	4893.8	0.1%
<b>Total</b>	7	5218.4	0.1%

# Internal Staff

## Disability

### Promotions

Table 22 shows the number and percentage of promotions by disability, whilst table 23 shows aggregated data for five years.

Staff without a declared disability were most likely to be promoted although the relatively small number of staff with a declared disability makes meaningful comparison difficult.

**Table 22: Promotions, by disability, 2015**

	promotions	headcount	% of headcount
Disabled	13	284	4.6%
Non-disabled	330	4808	6.9%
Unknown	0	34	0.0%
Total	343	5126	6.7%

**Table 23: Promotions, by disability, 2011-2015**

	promotions	avg headcount	% of avg headcount
Disabled	60	306.6	19.6%
Non-disabled	1542	4893.8	31.5%
Unknown	2	18	11.1%
Total	1604	5218.4	30.7%

## Internal Staff Disability

### Training and Development

Table 24 shows the number of training courses by training and disability, whilst table 25 shows the average number of courses taken by staff. Table 26 shows aggregated data for five years.

The total number of courses taken by the staff was 4425, of which 173173 (3.9%) were staff with declared disability.

The average number of courses taken by staff in 2015 was 0.9, with staff with a declared disability taking lower than average of 0.6 courses.

Please note that the type of course is not consistently captured across all training and development initiatives within the OU and as such a large proportion of the courses fall under 'Other'.

**Table 24: Training, by disability and type of training, 2015**

	Disabled	Non-disabled	Unknown	Total
Coaching & Mentoring	1	1	0	2
Equality & Diversity	7	87	0	94
Health & Safety	8	167	0	175
Leadership & Management	0	16	0	16
Other	146	3714	8	3868
Skills Development	11	259		270
<b>Total</b>	<b>173</b>	<b>4244</b>	<b>8</b>	<b>4425</b>

**Table 25: Training, by disability and type of training, 2015**

	Disabled	Non-disabled	Unknown	Total
Coaching & Mentoring	0.0	0.0	0.0	0.0
Equality & Diversity	0.0	0.0	0.0	0.0
Health & Safety	0.0	0.0	0.0	0.0
Leadership & Management	0.0	0.0	0.0	0.0
Other	0.5	0.8	0.2	0.8
Skills Development	0.0	0.1	0.0	0.1
<b>Total</b>	<b>0.6</b>	<b>0.9</b>	<b>0.2</b>	<b>0.9</b>

**Table 26: Training, by disability, 2011-2015**

	courses	avg headcount	avg per avg headcount
Disabled	2313	306.6	7.5
Non-disabled	35756	4893.8	7.3
Unknown	77	18	4.3
<b>Total</b>	<b>38146</b>	<b>5218.4</b>	<b>7.3</b>

## Internal Staff

### Disability

## Grievances, Bullying & Harassment

Table 27 shows the number of Grievances, Bullying and Harassment cases by disability, in 2015, whilst table 28 shows aggregated data for five years.

There were no Grievance or Bullying and Harassment cases raised by staff with a declared disability in 2015 therefore it is difficult to make a meaningful comparison.

The historical data over the past five years does indicate that on average staff with a declared disability are more likely to file a Grievance or Bullying and Harassment case (3.6%) as compared to staff without a declared disability (0.7%).

There were 3 disability-related tribunal cases, two of them have been settled before going to tribunal and one of them has been won by the OU. There were no actions taken by University as a result of the outcome of these cases.

**Table 27: Grievances, Bullying & Harassment, by disability, 2015**

	Cases	headcount	% of headcount
Non-disabled	2	4808	0.0%
Total	2	5126	0.0%

**Table 28: Grievances, Bullying & Harassment, by disability, 2011-2015**

	Cases	avg headcount	% of avg headcount
Disabled	11	306.6	3.6%
Non-disabled	35	4893.8	0.7%
Total	44	5218.4	0.8%

# Internal Staff Ethnicity

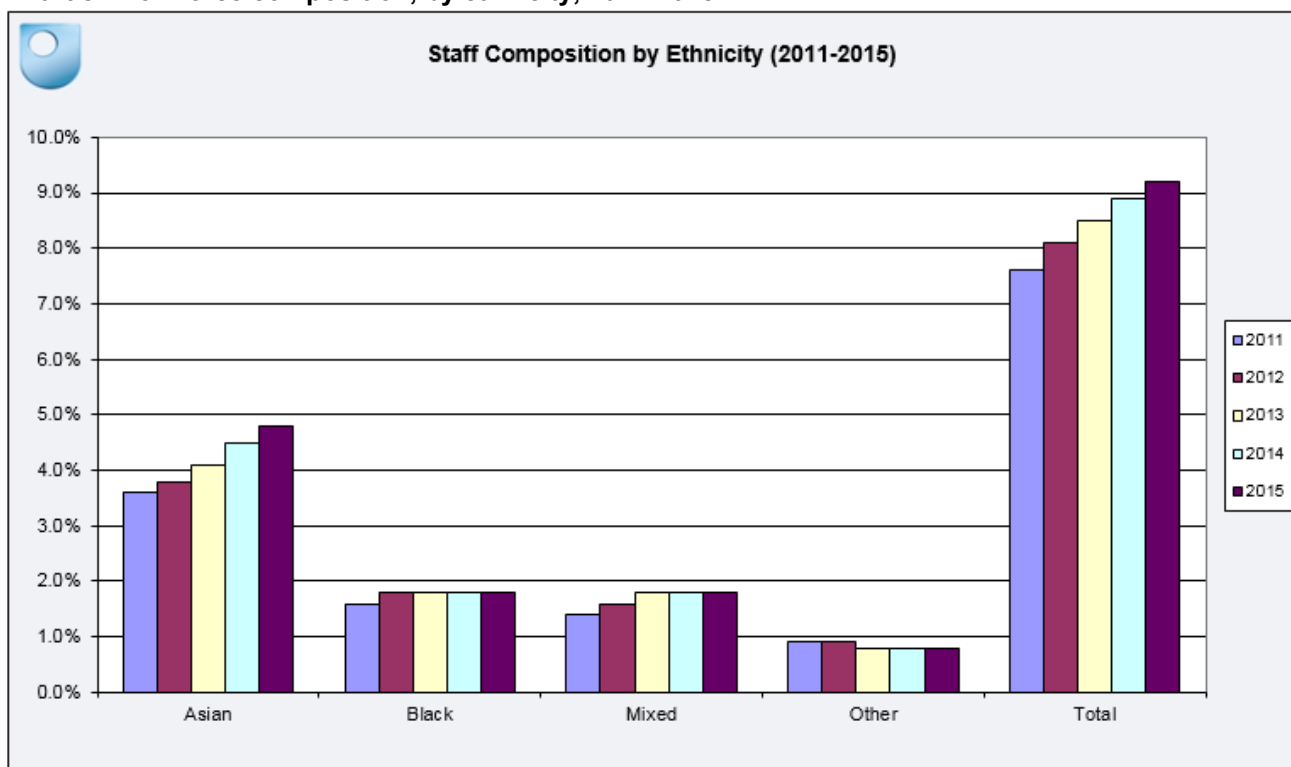
## Workforce Composition

In 2015, 9.2% of internal staff with a known ethnicity were from an ethnic minority background, slightly up from 8.9% in 2014. Over the past five years the percentage of staff from an ethnic minority background has gradually increased.

**Table 29: Overall workforce composition, by ethnicity, 2011-2015**

		2011		2012		2013		2014		2015	
		total	% of known	total	% of known	total	% of known	total	% of known	total	% of known
Ethnic Minorities	Asian	192	3.6%	196	3.8%	217	4.1%	235	4.5%	244	4.8%
	Black	87	1.6%	92	1.8%	96	1.8%	96	1.8%	94	1.8%
	Mixed	74	1.4%	85	1.6%	92	1.8%	97	1.8%	91	1.8%
	Other	49	0.9%	47	0.9%	43	0.8%	42	0.8%	41	0.8%
	<b>Total</b>	<b>402</b>	<b>7.6%</b>	<b>420</b>	<b>8.1%</b>	<b>448</b>	<b>8.5%</b>	<b>470</b>	<b>8.9%</b>	<b>470</b>	<b>9.2%</b>
White	White	4763	90.3%	4645	89.8%	4687	89.4%	4684	88.8%	4525	88.3%
	<b>Total</b>	<b>4763</b>	<b>90.3%</b>	<b>4645</b>	<b>89.8%</b>	<b>4687</b>	<b>89.4%</b>	<b>4684</b>	<b>88.8%</b>	<b>4525</b>	<b>88.3%</b>
Unknown	Unknown	109	2.1%	110	2.1%	110	2.1%	118	2.2%	131	2.6%
	<b>Total</b>	<b>109</b>	<b>2.1%</b>	<b>110</b>	<b>2.1%</b>	<b>110</b>	<b>2.1%</b>	<b>118</b>	<b>2.2%</b>	<b>131</b>	<b>2.6%</b>
<b>Total</b>		<b>5274</b>	<b>100%</b>	<b>5175</b>	<b>100%</b>	<b>5245</b>	<b>100%</b>	<b>5272</b>	<b>100%</b>	<b>5126</b>	<b>100%</b>

**Chart 8: Workforce composition, by ethnicity, 2011-2015**





# Internal Staff

## Ethnicity

### Senior Staff Composition

The percentage of senior staff from an ethnic minority background has slightly increased from 6.9% in 2014 to 7.5% in 2015.

**Table 30: Senior staff composition, by ethnicity, 2011-2015**

		2011		2012		2013		2014		2015	
		total	% of known	total	% of known	total	% of known	total	% of known	total	% of known
Ethnic Minorities	Asian	5	1.9%	7	2.9%	7	2.8%	8	3.4%	10	4.1%
	Black	1	0.4%	1	0.4%	1	0.4%	1	0.4%	1	0.4%
	Mixed	5	1.9%	5	2.1%	5	2.0%	5	2.1%	5	2.1%
	Other	2	0.8%	2	0.8%	2	0.8%	2	0.9%	2	0.8%
	<b>Total</b>	13	5.0%	15	6.3%	15	6.0%	16	6.9%	18	7.5%
White	White	239	91.2%	213	89.5%	227	90.4%	209	89.7%	213	88.4%
	<b>Total</b>	239	91.2%	213	89.5%	227	90.4%	209	89.7%	213	88.4%
Unknown	Unknown	10	3.8%	10	4.2%	9	3.6%	8	3.4%	10	4.1%
	<b>Total</b>	10	3.8%	10	4.2%	9	3.6%	8	3.4%	10	4.1%
<b>Total</b>		262	100%	238	100%	251	100%	233	100%	241	100%

# Internal Staff

## Ethnicity

### Recruitment

Ethnic minority applicants continue to be less likely to be shortlisted (24.6%) in comparison to staff from a white ethnicity (33.4%). A similar patterns can be seen in relation to the percentage of shortlisted applicants being appointed, where shortlisted applicants from an ethnic minority background are less likely to be appointed (22.8%) compared to applicants from a white ethnic background (36.3%).

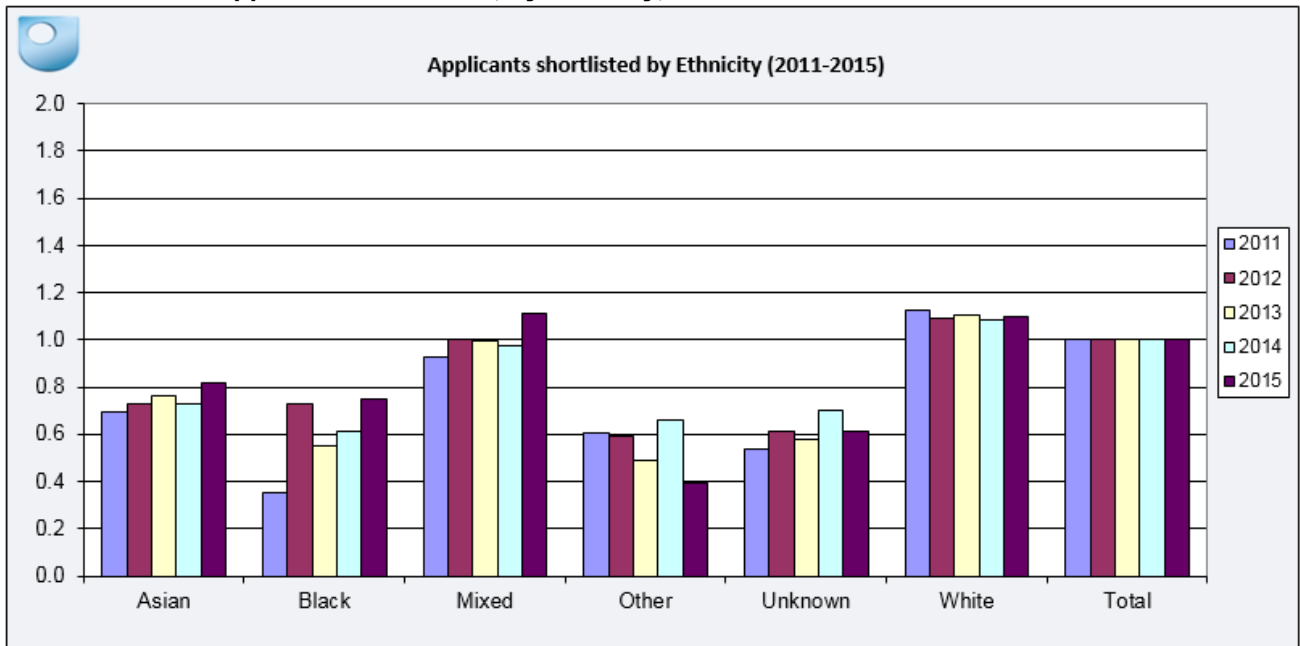
**Table 31: Applications and appointments, by ethnicity, 2015**

				applicants	% of total	shortlisted	% applicants shortlisted	appointed	% shortlisted appointed
Known	Ethnic Minorities	Asian	Asian Other	102	1.4%	24	23.5%	4	16.7%
			Bangladeshi	42	0.6%	7	16.7%	2	28.6%
			Chinese	132	1.9%	50	37.9%	9	18.0%
			Indian	409	5.7%	99	24.2%	30	30.3%
			Pakistani	125	1.8%	21	16.8%	4	19.0%
			Total	810	11.4%	201	24.8%	49	24.4%
		Black	African	289	4.1%	64	22.1%	15	23.4%
			Black Other	22	0.3%	1	4.5%	0	0.0%
			Caribbean	76	1.1%	23	30.3%	4	17.4%
		Total	387	5.4%	88	22.7%	19	21.6%	
		Mixed	African & White	13	0.2%	2	15.4%	1	50.0%
			Asian & White	55	0.8%	22	40.0%	2	9.1%
			Caribbean & White	13	0.2%	1	7.7%	1	100.0%
			Other Mixed	96	1.3%	35	36.5%	5	14.3%
	Total	177	2.5%	60	33.9%	9	15.0%		
	Other	Arab	37	0.5%	4	10.8%	1	25.0%	
		Other	55	0.8%	7	12.7%	4	57.1%	
		Total	92	1.3%	11	12.0%	5	45.5%	
	Total	1466	20.6%	360	24.6%	82	22.8%		
	White	White	White British	3343	46.9%	1237	37.0%	449	36.3%
White English			438	6.1%	149	34.0%	47	31.5%	
White Irish			148	2.1%	37	25.0%	19	51.4%	
White Other			949	13.3%	228	24.0%	83	36.4%	
White Scottish			201	2.8%	49	24.4%	17	34.7%	
White Welsh			44	0.6%	11	25.0%	6	54.5%	
Total			5123	71.9%	1711	33.4%	621	36.3%	
Total		5123	71.9%	1711	33.4%	621	36.3%		
Total	6589	92.4%	2071	31.4%	703	33.9%			
Unknown	Unknown	Unknown	Not Known	177	2.5%	25	14.1%	7	28.0%
			Refused	122	1.7%	38	31.1%	12	31.6%
			Unknown	240	3.4%	37	15.4%	5	13.5%
			Total	539	7.6%	100	18.6%	24	24.0%
	Total	539	7.6%	100	18.6%	24	24.0%		
Total	7128	100%	2171	30.5%	727	33.5%			

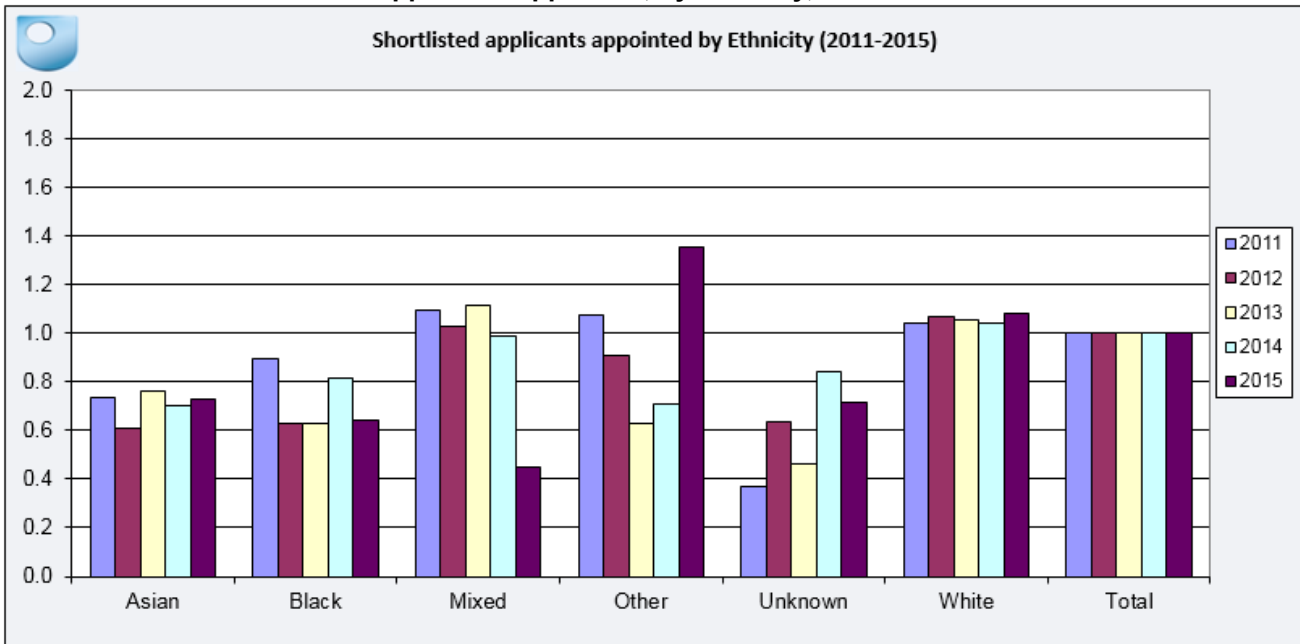
Chart 9 and Chart 10 overleaf compare these recruitment figures over the past five years.

Note: In order to identify the differences between the experiences of people in different groups, the data in these charts has been set to the same base. Therefore, all values above one, shown as 'Total' indicate higher than average shortlisting and those below one indicate lower than average shortlisting.

**Chart 9: Index of applicants shortlisted, by ethnicity, 2011-2015**



**Chart 10: Index of shortlisted applicants appointed, by ethnicity, 2011-2015**



# Internal Staff

## Ethnicity

### Leavers

Table 32 shows the number and percentage of leavers by ethnicity, whilst table 33 shows aggregated data for five years. Table 34 shows reasons for staff leaving the university.

Overall, voluntary turnover was lower for ethnic minority staff (7.9%) than it was for staff from a non-minority ethnic background (8.2%).

**Table 32: Leavers and turnover, by ethnicity, 2015**

		Involuntary		Voluntary		Total	
		leavers	turnover	leavers	turnover	leavers	turnover
Ethnic Minorities	Asian	12	4.9%	20	8.2%	32	13.1%
	Black	5	5.3%	7	7.4%	12	12.8%
	Mixed	2	2.2%	8	8.8%	10	11.0%
	Other	4	9.8%	2	4.9%	6	14.6%
	Total	23	4.9%	37	7.9%	60	12.8%
White	White	277	6.1%	371	8.2%	648	14.3%
	Total	277	6.1%	371	8.2%	648	14.3%
Unknown	Unknown	11	8.4%	14	10.7%	25	19.1%
	Total	11	8.4%	14	10.7%	25	19.1%
Total		311	6.1%	422	8.2%	733	14.3%

**Table 33: Leavers, by ethnicity, 2011-2015**

		Involuntary		Voluntary		Total	
		leavers	% of total	leavers	% of total	leavers	% of total
Ethnic Minorities	Asian	51	4.9%	69	3.6%	120	4.1%
	Black	21	2.0%	28	1.5%	49	1.7%
	Mixed	16	1.5%	32	1.7%	48	1.6%
	Other	16	1.5%	16	0.8%	32	1.1%
	Total	104	10.0%	145	7.5%	249	8.4%
White	White	904	86.9%	1732	90.1%	2636	89.0%
	Total	904	86.9%	1732	90.1%	2636	89.0%
Unknown	Unknown	32	3.1%	45	2.3%	77	2.6%
	Total	32	3.1%	45	2.3%	77	2.6%
Total		1040	100%	1922	100%	2962	100%

**Table 34: Leavers, by ethnicity and reason for leaving, 2015**

		Asian		Black		Mixed		Other		White		Unknown		Total	
		leavers	% of total	leavers	% of total	leavers	% of total	leavers	% of total	leavers	% of total	leavers	% of total	leavers	% of total
Involuntary	Deceased	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	100%	0	0.0%	2	0.3%
	Dismissal	0	0.0%	0	0.0%	0	0.0%	0	0.0%	7	100%	0	0.0%	7	1.0%
	End of Temporary Contract	6	6.9%	0	0.0%	1	1.1%	1	1.1%	75	86.2%	4	4.6%	87	11.9%
	Ill Health Retirement	0	0.0%	0	0.0%	0	0.0%	0	0.0%	8	100%	0	0.0%	8	1.1%
	Redundancy		0.0%	0	0.0%	0	0.0%	0	0.0%	2	100%	0	0.0%	2	0.3%
	Severance	6	2.9%	5	2.4%	1	0.5%	3	1.5%	183	89.3%	7	3.4%	205	28%
	<b>Total</b>	12	3.9%	5	1.6%	2	0.6%	4	1.3%	277	89.1%	11	3.5%	311	42.4%
Voluntary	Early Retirement	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	100%	0	0.0%	1	0.1%
	Enhanced early retirement	0	0.0%	1	2.1%	1	2.1%	1	2.1%	43	91.5%	1	2.1%	47	6.4%
	Normal Retirement	1	1.1%	0	0.0%	1	1.1%	0	0.0%	84	95.5%	2	2.3%	88	12%
	Resignation - Other	7	6.3%	3	2.7%	3	2.7%	1	0.9%	92	82.9%	5	4.5%	111	15.1%
	Resignation - Personal Reasons	2	3.6%	2	3.6%	0	0.0%	0	0.0%	51	91.1%	1	1.8%	56	7.6%
	Resignation Work-related	9	9.1%	1	1%	3	3%	0	0.0%	82	82.8%	4	4.0%	99	13.5%
	Settlement Agreement	1	5%	0	0.0%	0	0.0%	0	0.0%	18	90%	1	5.0%	20	2.7%
	<b>Total</b>	20	4.7%	7	1.7%	8	1.9%	2	0.5%	371	87.9%	14	3.3%	422	57.6%
<b>Total</b>	32	4.4%	12	1.6%	10	1.4%	6	0.8%	648	88.4%	25	3.4%	733	100%	

## Internal Staff

### Ethnicity

### Reasonable Adjustments

The number of reasonable adjustment cases during 2015 was too small to allow for any meaningful comparison and no requests were made by staff from an ethnic minority background.

**Table 35: Reasonable Adjustment cases, by ethnicity, 2015**

	cases	avg headcount	% of headcount
Other	1	44.4	2.3%
Unknown	2	115.6	1.7%
White	4	4660.8	0.1%
Total	7	5218.4	0.1%

# Internal Staff

## Ethnicity

### Promotions

Table 36 shows the number and percentage of promotions by ethnicity, whilst table 37 shows aggregate data for five years.

For 2015 staff from Asian and Other ethnic backgrounds were on average most likely to be promoted. Looking at the data for the past five years, all ethnic minority groups (except for other) were more likely to be promoted as compared with staff from White ethnic background, with Mixed Race staff being most likely to be promoted (39.9%).

**Table 36: Promotions, by ethnicity, 2015**

		promotions	headcount	% of headcount
Ethnic Minorities	Asian	18	244	7.4%
	Black	6	94	6.4%
	Mixed	4	91	4.4%
	Other	3	41	7.3%
	Total	31	470	6.6%
White	White	306	4525	6.8%
	Total	306	4525	6.8%
Unknown	Unknown	6	131	4.6%
	Total	6	131	4.6%
Total	Total	343	5126	6.7%

**Table 37: Promotions, by ethnicity, 2011-2015**

		promotions	headcount	% of headcount
Ethnic Minorities	Asian	62	216.8	28.6%
	Black	35	93	37.6%
	Mixed	35	87.8	39.9%
	Other	9	44.4	20.3%
	Total	141	442	31.9%
White	White	1438	4660.8	30.9%
	Total	1438	4660.8	30.9%
Unknown	Unknown	25	115.6	21.6%
	Total	25	115.6	21.6%
Total	Total	1604	5218.4	30.7%

# Internal Staff

## Ethnicity

### Training and Development

Table 38 shows the number of training courses by training and ethnicity, whilst table 39 shows the average number of courses taken by staff. Table 40 shows aggregated data for five years.

The average number of courses taken by staff in the most recent year is 0.9 with staff from Mixed Race ethnic backgrounds taking a higher than average of 1.1 courses. Over the past five years, staff from a Mixed Race ethnic background on average took the most courses, whilst staff from Asian ethnic backgrounds took the fewest.

Please note that the type of course is not consistently captured across all training and development initiatives within the OU and as such a large proportion of the courses fall under 'Other'.

**Table 38: Training, by ethnicity and type of training, 2015**

	Asian	Black	Mixed	Other	White	Unknown	Total
Coaching & Mentoring	0	0	0	0	1	1	2
Equality & Diversity	2	4	4	1	82	1	94
Health & Safety	7	3	5	2	157	1	175
Leadership & Management	1	0	1	0	13	1	16
Other	127	71	72	22	3501	75	3868
Skills Development	16	2	15	2	222	13	270
<b>Total</b>	<b>153</b>	<b>80</b>	<b>97</b>	<b>27</b>	<b>3976</b>	<b>92</b>	<b>4425</b>

**Table 39: Training, by ethnicity and type of training, 2015**

	Asian	Black	Mixed	Other	White	Unknown	Total
Coaching & Mentoring	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Equality & Diversity	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Health & Safety	0.0	0.0	0.1	0.0	0.0	0.0	0.0
Leadership & Management	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Other	0.5	0.8	0.8	0.5	0.8	0.6	0.8
Skills Development	0.1	0.0	0.2	0.0	0.0	0.1	0.1
<b>Total</b>	<b>0.6</b>	<b>0.9</b>	<b>1.1</b>	<b>0.7</b>	<b>0.9</b>	<b>0.7</b>	<b>0.9</b>

**Table 40: Training, by ethnicity, 2011-2015**

		courses	avg headcount	avg per avg headcount
Ethnic Minorities	Asian	1301	216.8	6.0
	Black	699	93	7.5
	Mixed	759	87.8	8.6
	Other	316	44.4	7.1
	<b>Total</b>	<b>3075</b>	<b>442</b>	<b>7.0</b>
White	White	34284	4660.8	7.4
	<b>Total</b>	<b>34284</b>	<b>4660.8</b>	<b>7.4</b>
Unknown	Unknown	787	115.6	6.8
	<b>Total</b>	<b>787</b>	<b>115.6</b>	<b>6.8</b>
<b>Total</b>	<b>Total</b>	<b>38146</b>	<b>5218.4</b>	<b>7.3</b>



# Internal Staff

## Ethnicity

### Grievances, Bullying & Harassment

Table 41 shows the number of Grievances, Bullying and Harassment cases by age, in 2015 whilst table 42 shows aggregated data for five years.

The number of staff filing a Grievance or Bullying and Harassment case is too low to allow for any meaningful comparison for 2015.

The historical data over the past five years indicates that on average, staff from ethnic minority backgrounds are more likely to file a Grievance or Bullying and Harassment case as compared to staff from a White ethnic background. Staff from a Mixed Race ethnic background were most likely to file a Grievance or Bullying and Harassment case (6.8%).

There was one ethnicity related tribunal case between 2011 and 2015. The case was related to racial discrimination and it was settled before going to tribunal.

**Table 41: Grievances, Bullying & Harassment, by ethnicity, 2015**

	Cases	headcount	% of headcount
Asian	1	244	0.4%
White	1	4525	0.0%
Total	2	5126	0.0%

**Table 42: Grievances, Bullying & Harassment, by ethnicity, 2011-2015**

	Cases	avg headcount	% of avg headcount
Asian	5	216.8	2.3%
Black	1	93	1.1%
Mixed	6	87.8	6.8%
Other	2	44.4	4.5%
Unknown	1	115.6	0.9%
White	31	4660.8	0.7%
Total	44	5218.4	0.8%

# Internal Staff

## Gender

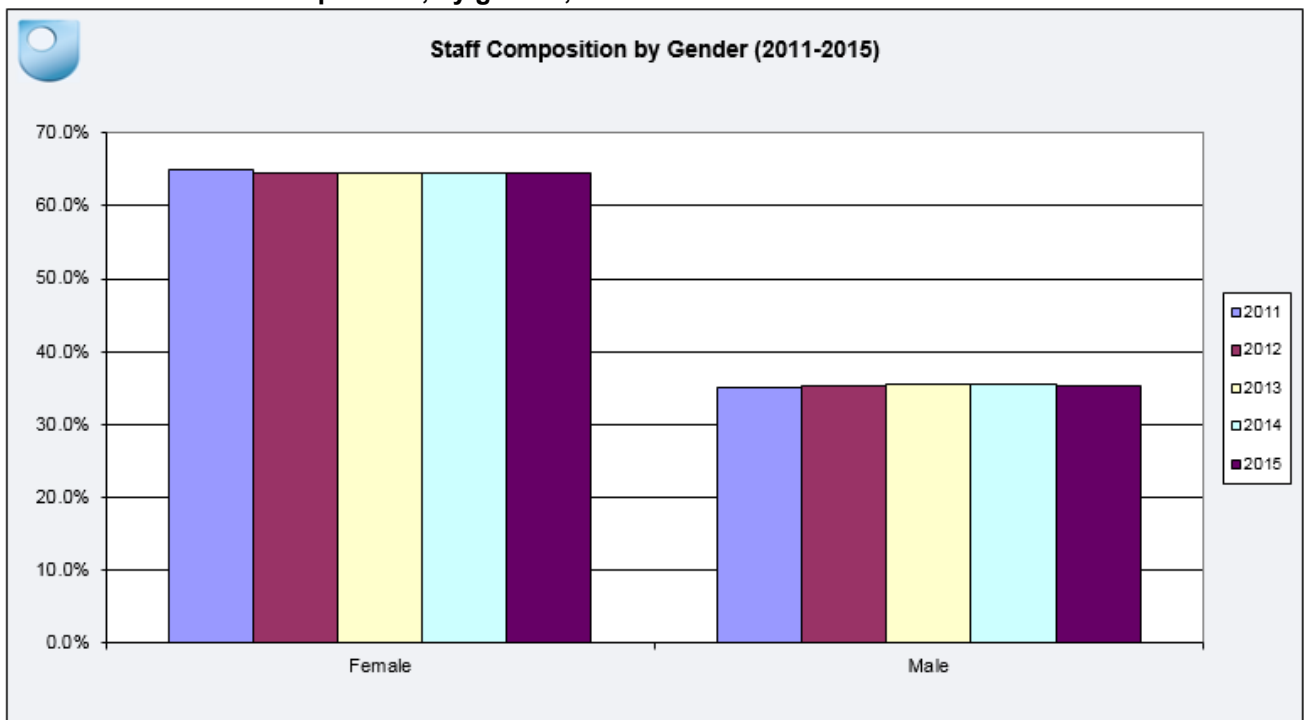
### Workforce Composition

The balance between male and female staff has remained relatively unchanged over the past five years, with 2015 showing a distribution of 64.6% female staff against 35.4% male staff.

**Table 43: Overall workforce composition, by gender, 2011-2015**

	2011		2012		2013		2014		2015	
	total	% of total	total	% of total	total	% of total	total	% of total	total	% of total
Female	3423	64.9%	3341	64.6%	3377	64.4%	3403	64.5%	3309	64.6%
Male	1851	35.1%	1834	35.4%	1868	35.6%	1869	35.5%	1817	35.4%
Total	5274	100%	5175	100%	5245	100%	5272	100%	5126	100%

**Chart 11: Workforce composition, by gender, 2011-2015**



# Internal Staff

## Gender

### Senior Staff Composition

Similar to the overall gender distribution, the gender distribution of senior staff has remained largely stable over the past five years.

The gender distribution of senior staff shows the opposite pattern of the overall gender distribution with 36.1% of senior staff being female and 63.9% being male.

**Table 44: Senior staff composition, by gender, 2011-2015**

	2011		2012		2013		2014		2015	
	total	% of total	total	% of total	total	% of total	total	% of total	total	% of total
Female	91	34.7%	80	33.6%	89	35.5%	84	36.1%	87	36.1%
Male	171	65.3%	158	66.4%	162	64.5%	149	63.9%	154	63.9%
Total	262	100%	238	100%	251	100%	233	100%	241	100%

# Internal Staff

## Gender

### Recruitment

In 2015, female staff were slightly more likely to be shortlisted (33%) than male staff (27%) but of all shortlisted staff, females were slightly more likely to be appointed (35.2%) in comparison to male staff (30.6%). However, the differences are very small.

**Table 45: Applications and appointments, by gender, 2015**

	applicants	% of total	shortlisted	% applicants shortlisted	appointed	% shortlisted appointed
Female	4108	57.6%	1355	33%	477	35.2%
Male	3020	42.4%	816	27%	250	30.6%
Total	7128	100%	2171	30.5%	727	33.5%

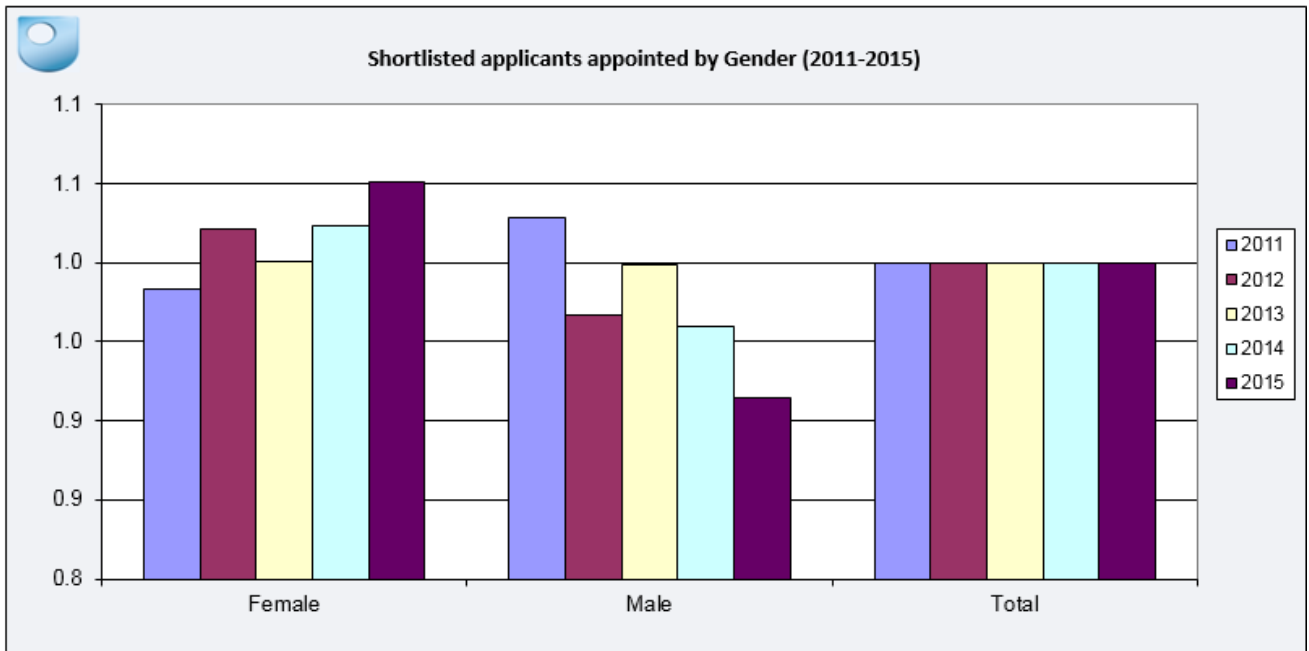
Chart 12 and Chart 13 overleaf compare these recruitment figures over the past five years.

Note: In order to identify the differences between the experiences of people in different groups, the data in these charts has been set to the same base. Therefore, all values above one, shown as 'Total' indicate higher than average shortlisting and those below one indicate lower than average shortlisting.

**Chart 12: Index of applicants shortlisted, by gender, 2011-2015**



Chart 13: Index of shortlisted applicants appointed, by gender, 2011-2015



# Internal Staff

## Gender

### Leavers

Table 46 shows the number and percentage of leavers by age, whilst table 47 shows aggregated data for five years. Table 48 shows reasons for staff leaving the university.

In 2015, voluntary turnover was slightly higher for male staff (9.1%) in comparison to female staff (7.8%). The opposite pattern can be seen for involuntary turnover where turnover for male staff was lower (5.7%) than turnover for female staff (6.3%).

Over the last five years voluntary turnover was higher for female staff (63.1%) in comparison to male staff (36.9%).

One of the main reasons for female staff leaving the university voluntarily in 2015, was Resignation –Work, whereas for male staff it was Resignation Other.

73.2% of female staff left the university involuntarily due to Severance, whereas 48.3% of male members of staff left due to End of Temporary Contract.

**Table 46: Leavers and turnover, by gender, 2015**

	Involuntary		Voluntary		Total	
	leavers	turnover	leavers	turnover	leavers	turnover
Female	208	6.3%	257	7.8%	465	14.1%
Male	103	5.7%	165	9.1%	268	14.7%
Total	311	6.1%	422	8.2%	733	14.3%

**Table 47: Leavers, by gender, 2011-2015**

	Involuntary		Voluntary		Total	
	leavers	% of total	leavers	% of total	leavers	% of total
Female	638	61.3%	1212	63.1%	1850	62.5%
Male	402	38.7%	710	36.9%	1112	37.5%
Total	1040	100%	1922	100%	2962	100%

**Table 48: Leavers, by gender and reason for leaving, 2013**

		Female		Male		Total	
		leavers	% of total	leavers	% of total	leavers	% of total
Involuntary	Deceased	2	100%	0	0.0%	2	0.3%
	Dismissal	4	57.1%	3	42.9%	7	1%
	End of Temporary Contract	45	51.7%	42	48.3%	87	11.9%
	Ill Health Retirement	5	62.5%	3	37.5%	8	1.1%
	Redundancy	2	100%	0	0.0%	2	0.3%
	Severance	150	73.2%	55	26.8%	205	28%
	Total	208	66.9%	103	33.1%	311	42.4%
Voluntary	Early Retirement	1	100%	0	0.0%	1	0.1%
	Enhanced early retirement	30	63.8%	17	36.2%	47	6.4%
	Normal Retirement	52	59.1%	36	40.9%	88	12%
	Resignation - Other	59	53.2%	52	46.8%	111	15.1%
	Resignation - Personal Reasons	41	73.2%	15	26.8%	56	7.6%
	Resignation Work-related	66	66.7%	33	33.3%	99	13.5%
	Settlement Agreement	8	40%	12	60%	20	2.7%
	Total	257	60.9%	165	39.1%	422	57.6%
Total		465	63.4%	268	36.6%	733	100%

# Internal Staff

## Gender

### Reasonable Adjustments

The overall number of reasonable adjustments was too low to make any meaningful comparison.

**Table 49: Reasonable Adjustment cases, by gender, 2015**

	cases	avg headcount	% of headcount
Female	5	3370.6	0.1%
Male	2	1847.8	0.1%
Total	7	5218.4	0.1%

# Internal Staff

## Gender

### Promotions

Table 50 shows the number and percentage of promotions by gender, whilst table 51 shows aggregated data for five years.

For 2015, male staff were more likely on average to be promoted than female staff. However, over the past five years this distribution has been the other way around, with female staff being more likely to be promoted than males.

**Table 50: Promotions, by gender, 2015**

	promotions	headcount	% of headcount
Female	208	3309	6.3%
Male	135	1817	7.4%
Total	343	5126	6.7%

**Table 51: Promotions, by gender, 2011-2015**

	promotions	avg headcount	% of avg headcount
Female	1039	3370.6	30.8%
Male	565	1847.8	30.6%
Total	1604	5218.4	30.7%



# Internal Staff

## Gender

### Training and Development

Table 52 shows the number of training courses by training and age, whilst table 53 shows the average number of courses taken by staff. Table 54 shows aggregated data for five years.

The total number of courses taken by staff was 4,425 in 2015, of which 2,987 were taken by female staff and 1,438 taken by males.

The average number of courses taken by staff in the most recent year is 0.9 with female staff on average taking more courses (0.9) than male staff (0.8). This same pattern is apparent in the 5-year historical data where female staff on average took 7.9 courses against 6.2 courses for males.

**Table 52: Training, by gender and type of training, 2015**

	Female	Male	Total
Coaching & Mentoring	0	2	2
Equality & Diversity	80	14	94
Health & Safety	109	66	175
Leadership & Management	13	3	16
Other	2579	1289	3868
Skills Development	206	64	270
<b>Total</b>	<b>2987</b>	<b>1438</b>	<b>4425</b>

**Table 53: Training, by gender and type of training, 2015**

	Female	Male	Total
Coaching & Mentoring	0.0	0.0	0.0
Equality & Diversity	0.0	0.0	0.0
Health & Safety	0.0	0.0	0.0
Leadership & Management	0.0	0.0	0.0
Other	0.8	0.7	0.8
Skills Development	0.1	0.0	0.1
<b>Total</b>	<b>0.9</b>	<b>0.8</b>	<b>0.9</b>

**Table 54: Training, by gender, 2011-2015**

	courses	avg headcount	avg per avg headcount
Female	26734	3370.6	7.9
Male	11412	1847.8	6.2
<b>Total</b>	<b>38146</b>	<b>5218.4</b>	<b>7.3</b>

## Internal Staff

### Gender

## Grievances, Bullying & Harassment

Table 155 shows the number of Grievances, Bullying and Harassment cases by age, in 2015 whilst table 156 shows aggregated data for five years.

The number of staff filing a Grievance or Bullying and Harassment case is too low to make a meaningful comparison for 2015.

The historical data over the past five years shows male staff (1.0%) on average being more likely to file a Grievance or Bullying and Harassment case as compared to female staff (0.8%).

**Table 55: Grievances, Bullying & Harassment, by gender, 2015**

	Cases	headcount	% of headcount
Female	1	3309	0.0%
Male	1	1817	0.1%
Total	2	5126	0.0%

**Table 56: Grievances, Bullying & Harassment, by gender, 2011-2015**

	Cases	avg headcount	% of avg headcount
Female	28	3370.6	0.8%
Male	18	1847.8	1.0%
Total	46	5218.4	0.9%

## Internal Staff

### Gender

#### Staff taking parental leave

The number of women taking Maternity Leave in 2015 was 73, which is fewer than in 2014. Men taking Paternity Leave was comparable to 2014, with 39 and 34 respectively.

The number of staff taking adoption was relatively low for both years, with only one female staff taking adoption leave in 2015. Shared Parental Leave was also very low, with only three members of staff taking shared parental leave in 2015.

**Table 57: Women taking maternity leave, 2014-2015**

	2014		2015		Total	
	Maternity	% of total	Maternity	% of total	Maternity	% of total
<b>Total</b>	89	54.9%	73	45.1%	162	100%

**Table 58: Men taking paternity leave, 2014-2015**

	2014		2015		Total	
	Paternity	% of total	Paternity	% of total	Paternity	% of total
<b>Total</b>	34	46.6%	39	53.4%	73	100%

**Table 59: Staff taking adoption, 2014-2015**

	2014		2015		Total	
	Adoption	% of total	Adoption	% of total	Adoption	% of total
<b>Female</b>	4	80.0%	1	20.0%	5	83.3%
<b>Male</b>	1	100.0%	0	0.0%	1	16.7%
<b>Total</b>	5	83.3%	1	16.7%	6	100%

**Table 60: Staff taking shared parental leave, 2014-2015**

	2014		2015		Total	
	Shared Parental Leave	% of total	Shared Parental Leave	% of total	Shared Parental Leave	% of total
<b>Female</b>	0	0.0%	0	0.0%	0	0.0%
<b>Male</b>	1	25.0%	3	75.0%	4	100%
<b>Total</b>	1	25.0%	3	75.0%	4	100%

## Internal Staff

### Gender

#### Parental Leave returners

Of the women who returned from maternity leave, the majority returned for more than three months (90.9%) with few returning for less (2.6%), and with 6.5% of women not returning at all. The individuals who not return or return from maternity leave for less than three months within the period are required to pay back the difference between statutory maternity pay and the university scheme.

Overall there were less women returning from maternity leave when comparing 2015 to 2014 returners.

The number of staff taking Adoption and Shared Parental leave was too low to make meaningful comparisons for 2015.

**Table 61: Women returning from maternity, 2014-2015**

	2014		2015	
	total	% of total	total	% of total
Did not return from maternity	5	4.8%	5	6.5%
Returned for less than 3 months	2	1.9%	2	2.6%
Returned for 3 months	2	1.9%	0	0.0%
Returned for more than 3 months	96	91.4%	70	90.9%
Total	105	100%	77	100%

**Table 62: Staff returning from adoption, 2014-2015**

	2014		2015	
	total	% of total	total	% of total
Did not return from maternity		0.0%	1	33.3%
Returned for more than 3 months	2	100%	2	66.7%
Total	2	100%	3	100.0%

**Table 63: Staff returning from shared parental leave, 2014-2015**

	2014		2015	
	total	% of total	total	% of total
Returned for more than 3 months	2	100.0%	1	100.0%
Total	2	100.0%	1	100.0%

# Internal Staff

## Age

### Staff Survey Results

The majority of staff at the OU are aged between 41 and 55 (17%). This figure has slightly changed compared to 2012, which showed that 51 to 55 year olds were the main age group. In order to compare differences across a broad range of age groups, the data was split. Staff aged less than 45 years old were compared with 46 year olds and above. Statistically significant results revealed that younger staff have greater levels of satisfaction, managerial support, work/life balance, performance, confidence with change and lower levels of stress. However, older staff have greater levels of engagement and fit with the OU and are less intent on leaving the University.

**Table 64: Staff Survey, by age, 2014**

		Frequency	Valid Percent
Valid	20 and under	6	0.2%
	21-25	47	1.7%
	26-30	183	6.6%
	31-35	321	11.6%
	36-40	337	12.1%
	41-45	468	16.9%
	46-50	426	15.3%
	51-55	453	16.3%
	56-60	368	13.3%
	61-65	147	5.3%
	66 and above	20	0.7%
	Total	2776	100%
Missing	System	426	
Total		3202	

# Internal Staff Disability

## Staff Survey Results

Staff at the OU reporting that they have a disability is the same as it was in 2012 at 7%.

Table 66 shows how people with disabilities and no disabilities compare across the years.

People who consider themselves as disabled reported statistically significantly less-favourable scores across all measures in the table in 2014 compared to people without a disability, which is consistent with previous year's results.

**Table 65: Staff Survey, by disability, 2014**

	Total
Disabled	187
Non-disabled	2515
No Answer	188
Total	2890

**Table 66: Disability comparison (statistically significant) mean scores for 2014**

MEASURE	2010		2012		2014	
	Disabled	Non-disabled	Disabled	Non-disabled	Disabled	Non-disabled
Commitment	3.83	3.97	3.7	3.76	3.88	4.04
Job Security	2.97	3.29	2.66	2.82	2.82	3.28
Motivation	3.72	3.61	3.45	3.5	3.31	3.62
Peer Support			3.92	4.16	4.07	4.31
Work-Life Balance	3.63	3.78	3.38	3.6	3.28	3.67
Managerial Support	3.41	3.69	3.35	3.66	3.7	3.98

# Internal Staff

## Ethnicity

### Staff Survey Results

Table 68 shows the mean differences in scores for ethnic category across different measures used in the Staff Survey.

Where no measures/questions are shown, this reflects that there are no statistically significant differences between the two ethnicity categories.

Please note that 'Other Mean' category represents the pooled responses from the other four ethnicity categories due to small numbers. These four categories are Asian or Asian British, Black or Black British, Mixed and Other.

Please also note that lower scores for Reflections on Working at the OU (ITL) and Stress represent more favourable responses.

It can be seen that white staff score more favourably for satisfaction, people and job fit and reflections on working at the OU. However, non-white staff score better for stress, improved change and organisational change.

**Table 67: Staff Survey, by ethnicity, 2014**

	Total
Asian or Asian British	97
Black or Black British	39
Mixed	46
Other	34
White	2603
Total	2819

**Table 68: Ethnicity comparison (statistically significant) mean scores for 2014**

ETHNICITY COMPARISON	White Mean	Other Mean	# Diff	% Diff
Satisfaction	3.5	3.33	0.17	0.05
Stress	3.8	3.65	0.15	0.04
People Fit	3.94	3.81	0.13	0.03
Job Fit	3.96	3.76	0.2	0.05
Improved Change (Past 12 Months)	3.35	3.62	0.27	0.07
Reflections on Working at the OU	2.89	3.18	0.29	0.09
Organisational Change	3.95	4.11	0.16	0.04

# Internal Staff

## Gender

### Staff Survey Results

Table 70 shows the difference in scores across the years for men and women for the same measures compared for disability.

There's a statistically significant difference in scores for Peer Support, with women providing the most favourable result.

Overall, scores are generally up in 2014 for both men and women.

**Table 69: Staff Survey, by gender, 2014**

	Total
Female	1915
Male	950
Total	2865

**Table 70: Gender comparison mean scores for 2014**

MEASURES	2010		2012		2014	
	Female	Male	Female	Male	Female	Male
Commitment	3.98	3.9	3.77	3.72	4.02	3.97
Job Security	3.25	3.31	2.82	2.79	3.2	3.22
Motivation	3.6	3.6	3.52	3.45	3.57	3.54
Peer Support			4.19	4.03	4.32	4.16
Work-Life Balance	3.77	3.78	3.62	3.52	3.64	3.6
Managerial Support	3.73	3.54	3.69	3.56	3.94	3.87



# Internal Staff

## Religion

### Staff Survey Results

Christian responses across nearly all questions in the survey produced better scores than they did for no religion and all other religious groups, which is consistent with 2010 and 2012 Staff Surveys.

Table 72 shows the flow of results from a number of questions across the three religious categories.

In order to conduct a more meaningful analysis, the 'Other' category reflects the pooled results across all other religion categories.

**Table 71: Staff Survey, by religion, 20014**

	Total
Buddhist	16
Christian	1005
Hindu	29
Jewish	8
Muslim	22
No religion	1296
Sikh:	7
Spiritual:	53
Other religion or belief	49
Prefer not to disclose	393
Total	2878

**Table 72: Religion comparison mean scores for 2014**

MEASURES	2014		
	No Religion	Christian	Other
Commitment	3.99	4.09	4.02
Reflections on Working at the OU	2.89	2.79	3.11
Job Security	3.22	3.35	2.99
Overall Work-Related Stress	3.15	3.08	3.22
Motivation	3.56	3.7	3.5
Peer Support	4.27	4.35	4.29
Work-Life Balance	3.61	3.76	3.64
Managerial Support	3.92	4.05	3.97

# Internal Staff

## Sexual Orientation

### Staff Survey Results

Analysis shows that there were generally no substantial differences in scores between different groups, just like it was in previous years.

However, heterosexual responses were more positive for staff engagement, focusing on student needs and dealing with organisational change.

**Table 73: Staff Survey, by sexual orientation, 2014**

	Total
Towards people of a different sex (heterosexual)	2263
Towards women of the same sex (lesbian)	22
Towards men of the same sex (gay)	37
Towards people of both sexes (bisexual):	36
Other (e.g. asexual)	8
Prefer not to say	493
<b>Total</b>	<b>2859</b>

**Table 74: Sexual orientation comparison (statistically significant) mean scores for 2014**

MEASURES	2014	
	Heterosexual	Other Sexual Orientations
Staff Engagement	4.14	3.94
Student Focus	4.04	3.67
Organisational Change	4.04	3.7
Job Security	3.28	3.26
Motivation	3.65	3.51
Peer Support	4.32	4.19
Work-Life Balance	3.69	3.64
Managerial Support	3.99	3.92