



Report Title	Employee Profile Report
Reporting Officer, Team, Role and Contact Details	Bola Okenla, People Manager, Tel: 020 8489 2668
Chief Executive	Paul Bridge
Meeting Description	Human Resources Committee
Meeting Date	6 July 2011
Agenda Item	5
Status of Report	Non-confidential

1. Summary:

The purpose of this report is to illustrate the Homes for Haringey diversity profile in its recruitment and selection activities for the financial year of 1 April 2010 to 31 March 2011. The report also highlights the overall the diversity profile of the organisation as a whole. It contains 2 sections: Recruitment and Selection Diversity Profile section which draws on information relating to advertised roles that had closing dates within the last financial year and the Organisation's Equality Profile.

2. Recommendations

The Board is asked to note and approve recommendations in each section of the report.

3. Comments of the Executive Director of Resources

There are no additional costs associated with information included in this report.

Section 1: Recruitment and Selection Diversity Profile

There were 28 vacancies advertised within the reporting period. A total of 699 applications were received for posts advertised in the last financial year. This is approximately 64% less than the applications received for the previous financial year (2009/10). One of the reasons for the difference can be attributed to the restriction placed on external advertising. This restriction was to give the organisation the opportunity to review individual services and give the Executive Management team the opportunity to question the need for additional resources in times of austerity. An emphasis was placed on recruiting internally – with an exception to hard to fill or senior positions.

Of the 28 vacancies, a total of 11 were external and 17 were internally advertised only. The external roles included those advertised prior to the restriction (September 2010) and specialist roles that were linked to the Property Service Restructure.

The list of vacancies as well as the number of applications for each role is listed below:

Job Title	Reference	Internal	External	Applicants
Health & Safety Officer	HFH-101		✓	24
Housing Admin Officer	HFH-102		✓	289
Feedback Officer	HFH-103		✓	97
Finance Officer	HFH-104		✓	106
Tenancy Management Officer	HFH-105	✓		16
Web Communication Officer	HFH-106	✓		1
Voids Co-ordinator	HFH-107	✓		2
Governance Administrator	HFH-108	✓		4
Weekend Estate Service Manager	HFH-109	✓		5
Mechanical Services Inspector	HFH-110	✓		1
Estate Service Officer (x5)	HFH-112	✓		10
Business Support Administrator	HFH-113	✓		3
Executive Director of Property Service	HFH-114		✓	-
Deputy Director of HHRS	HFH-115		✓	28
Head of New Business	HFH-116		✓	23
Head of Health and Safety	HFH-117		✓	30
Mechanical Services Inspector	HFH-118		✓	2
Financial Controller	HFH-119		✓	7
Fire Risk Assessor	HFH-120		✓	10
Estate Services Manager (x2)	HFH-121	✓		15
Management Accountant	HFH-122	✓		3
Income Collection Administrative Officer	HFH-123			2
Structural Engineering Manager	HFH-124	✓		1
Voids Manager	HFH-125	✓		4

Mechanical Services Inspector	HFH-126	✓		1
Tenant Liaison Team Leader	HFH-127	✓		7
Assistant Management Accountant	HFH-129	✓		6
Tenant Liaison Officer (x2)	HFH-130	✓		2
Grand Total				699

Limitation in relation to recruitment information:

Of the 28 vacancies that were advertised, 5 positions were not recruited to during the period.

Two of the positions, Financial Controller and Fire Risk Assessor are new positions and are connected with the current restructure of Property Services, and have not been filled on a permanent basis.

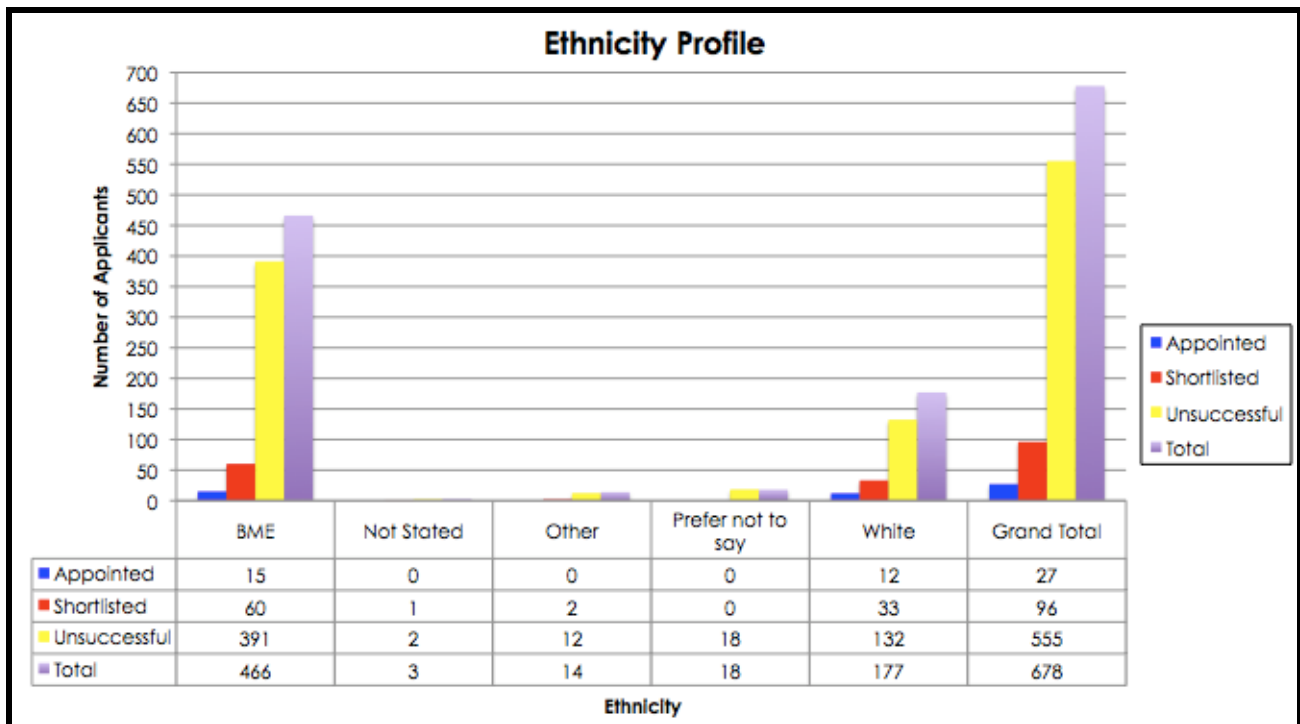
The Mechanical Services Inspector Post has been advertised twice (ref HfH-110 and HfH-118) without success as it has been a hard to fill post. This post (ref HfH-126) has subsequently been recruited to successfully.

Finally, the position of Structural Engineering Manager was advertised internally, a candidate was interviewed but was unsuccessful.

Job Title	Reference	Internal	External	Applicants	Outcome
Mechanical Services Inspector	HFH-110	✓		1	Withdrawn
Mechanical Services Inspector	HFH-118		✓	2	Withdrawn
Financial Controller	HFH-119		✓	7	Secondment offered
Fire Risk Assessor	HFH-120		✓	10	In Progress
Structural Engineering Manager	HFH-124	✓		1	Withdrawn
Grand Total				21	

The above roles will not be included in the following statistics as the applications for the posts did not go through the full recruitment process to appointment stage. A full diversity profile that includes data for all applications received for HFH vacancies within the reporting period can be found in [APPENDIX A](#).

Ethnicity Profile:



Of the 699 applicants for the advertised vacancies, a total of 678 applications were received for the roles that went through the shortlisting process and to the appointment stage. The majority of overall applicants (69%) were from a Black and Minority Ethnic (BME) background, which includes Asian, Black and Mixed ethnicities, and 26% of the applicants were from a white background.

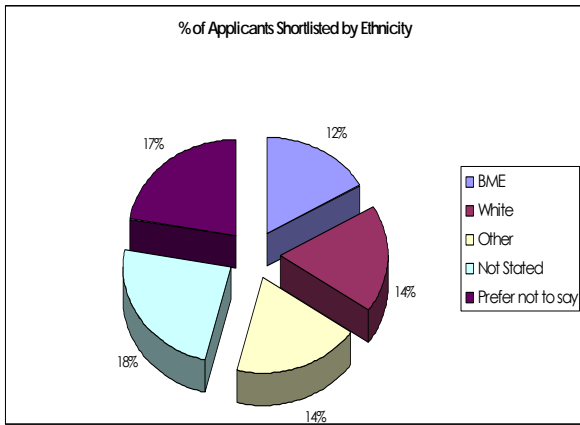
The figures for BME groups (63% in 2010) are similar to last year, with BME groups well represented at interviews, although a higher number of applicants have selected the 'prefer not to say' option (2.7% compared with 0.03% in 2010).

Candidates that fall into the 'other' category formed just over 2% of applicants which is an improvement on the previous year's (2010) 4%.

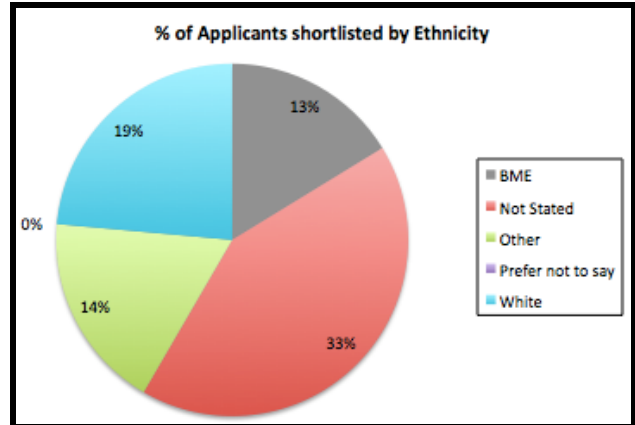
27 of the 96 shortlisted candidates were appointed during the reporting period, 15 of them were from a BME background and the remaining 12 were from a white background.

Shortlisted applicants by Ethnicity:

2010



2011

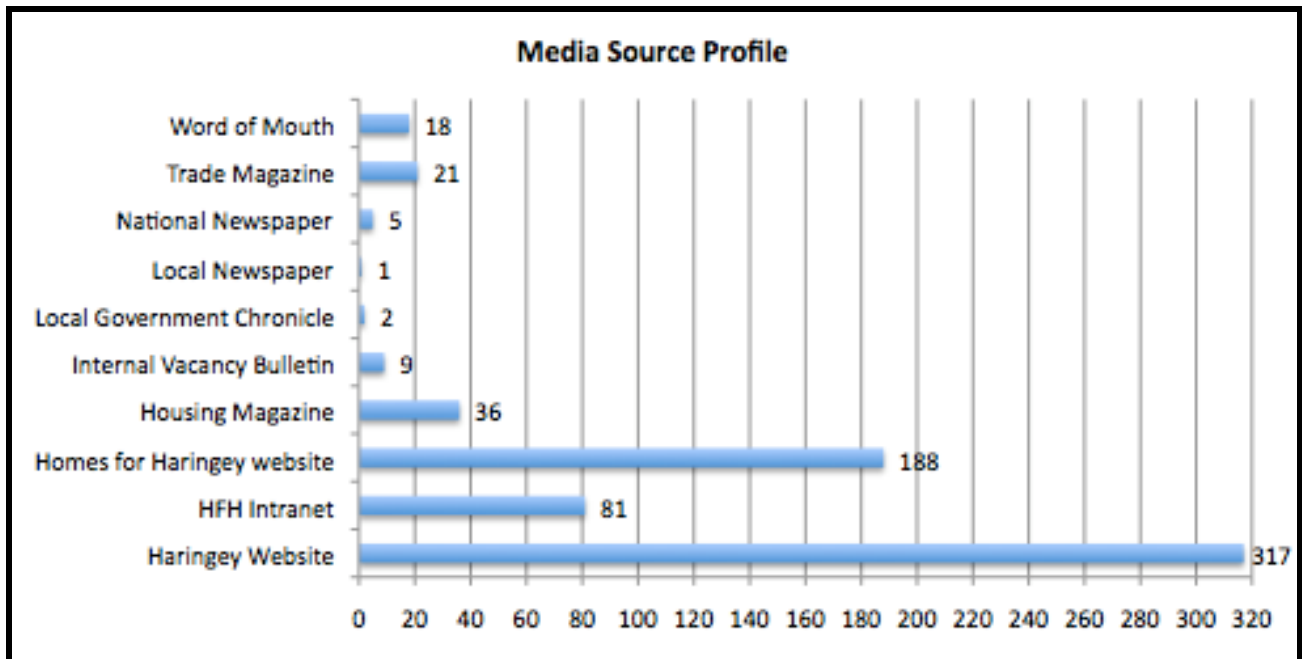


This chart outlines the percentage of applicants that were shortlisted calculated from the total number of applicants that applied from that particular Ethnic group.

Compared to last year when the chart showed similarities between the percentages of candidates shortlisted across all ethnicities, the largest percentage of shortlisted candidates is from the white ethnic group with the lowest in the BME group.

None of those that selected 'prefer not to say' were shortlisted, there were only 3 applicants that didn't state their ethnicity and one of them was shortlisted for a post which showed as a large overall percentage (33%).

HfH sources for Advertising:

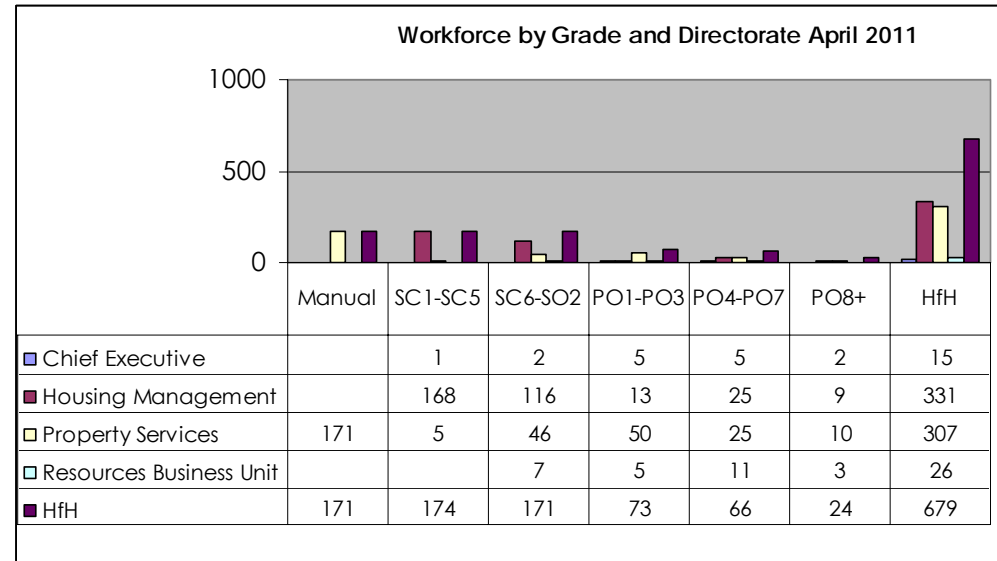
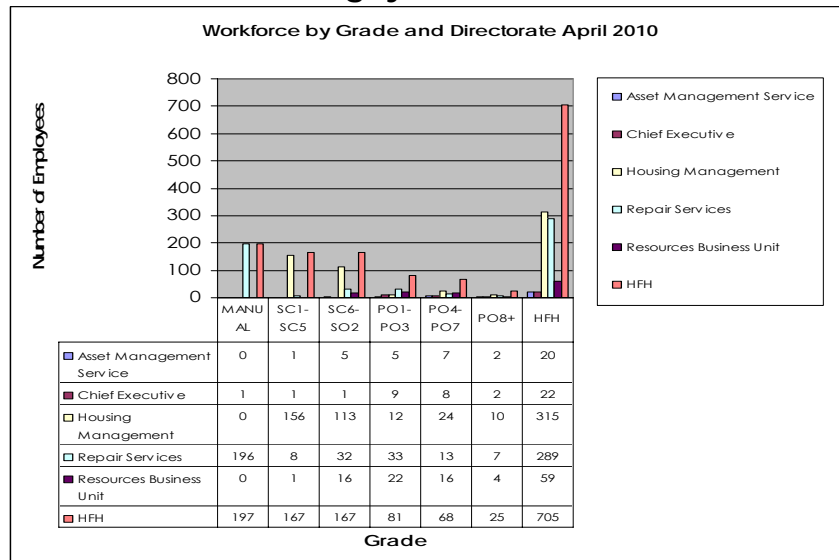


The chart above highlights the areas where adverts for vacancies are picked up by potential employees. The organisation's internal sources (HfH website, HfH Intranet and Haringey website) account for where the majority (86%) of applicants access relevant vacancies.

Many of the vacancies advertised during the reporting period were internally advertised. In spite of this, where applicants accessed these vacancies did not appear to change when compare to the previous financial year (84%). The majority of the applicants that applied for the roles (in 2010/11) did so after seeing the vacancies on the Haringey or Homes for Haringey Website; this is true for 86% of the overall applicants.

Section 2: HOMES FOR HARINGEY EMPLOYEE PROFILE

2.1. Homes for Haringey's Establishment



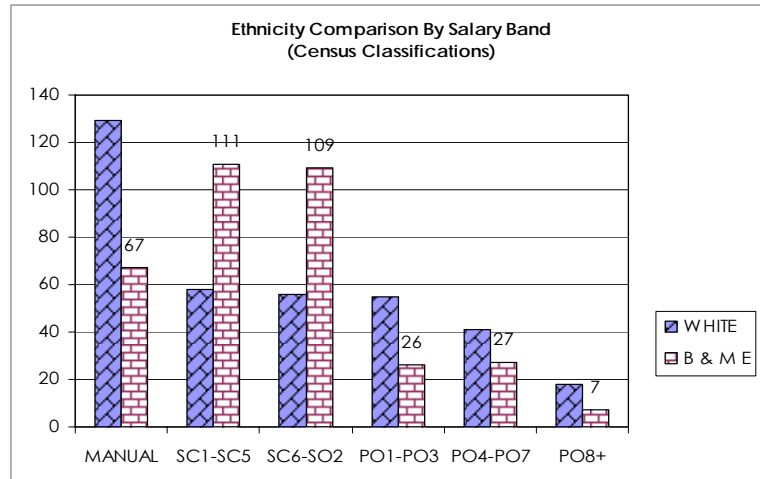
The charts above represent a snapshot of the organisation over the last 2 years (2010 and 2011). There have been some significant changes over the past year the merging of Asset Management, Repairs service, Design & Engineering and Repairs Client under one directorate, Property Services. The Property Service restructure took place during the 4th quarter which led to a number of redundancies within this directorate.

In April 2010, HfH had a total headcount of 705 staff which reduced, in April 2011, by approximately 4% as a result of the restructure. The structure is likely to change even further if further reviews take place across other areas of the business. Potential redundancies from these reviews will reduce the headcount and may have an indirect effect on staff cost.

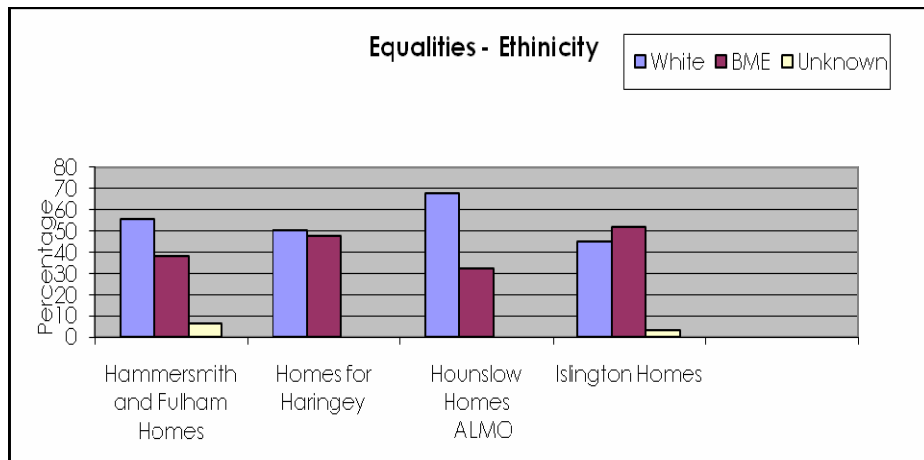
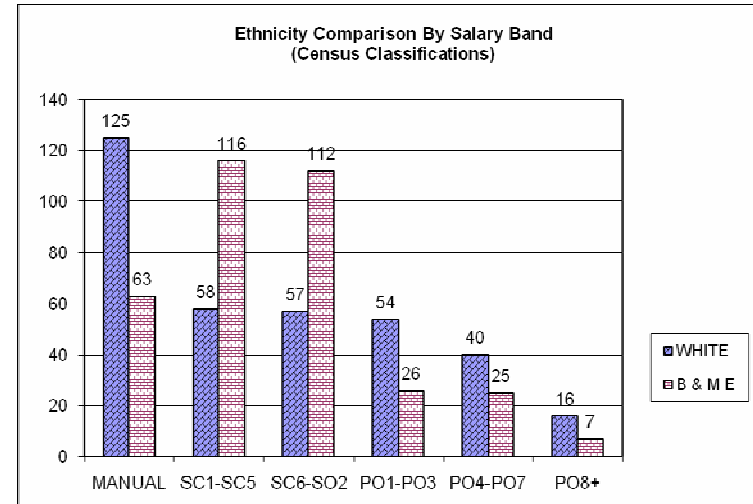
There are limited numbers of vacancies across the business as some are being held pending further review.

2.2. HOMES FOR HARINGEY'S ETHNICITY

2010



2011



Our current work force is made up of 49.9% Black and Minority Ethnic groups (BME) and 50.1% of white ethnic background, which demonstrates a fairly balanced workforce in terms of the ethnic minority. This is similar to the profile of the previous year. However, the charts above show that there is a concentration of white employees in the manual grade whereas the opposite is the case within the general administration grades between SC1-SO2.

When compared with other ALMOs, HFH reflects a greater mix than those that supplied us with information. The Greater London Authority reports that the BME population in London stands at 33% which HFH compares favourably to.

Recommendation: The People management team will continue to monitor equality across the range of the organisation's activities. Where appropriate, the team will use existing development programmes to ensure that everyone (regardless of ethnic background) are given the opportunity to progress.

2.3. HOMES FOR HARINGEY DISABILITY

DISABLED STAFF BY DIRECTORATE & SALARY BANDS-2010/11 (Percentages against total number of staff in Directorate)														
	MANUAL		SC1-SC5		SC6-SO2		PO1-PO3		PO4-PO7		PO8+		ALL EMPLOYEES	
	TOTAL	%	TOTAL	%	TOTAL	%	TOTAL	%	TOTAL	%	TOTAL	%	TOTAL	%
CE & Staff	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Chief Executive	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Housing Management	0	0.0	17	5.2	15	4.6	1	0.3	4	1.2	1	0.3	38	11.6
Property Services	13	4.0	2	0.6	3	0.9	7	2.2	3	0.9	1	0.3	29	9.0
Resources Business Unit	0	0.0	0	0.0	2	5.7	0	0.0	0	0.0	0	0.0	2	5.7
HFH	13	1.9	19	2.7	20	2.9	8	1.1	7	1.0	2	0.3	69	9.9

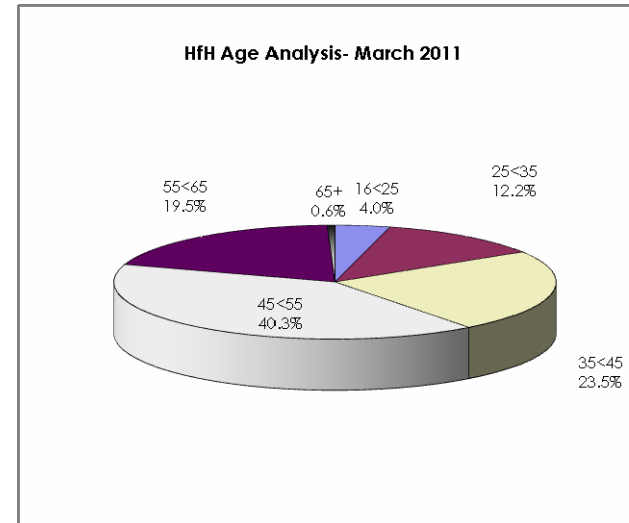
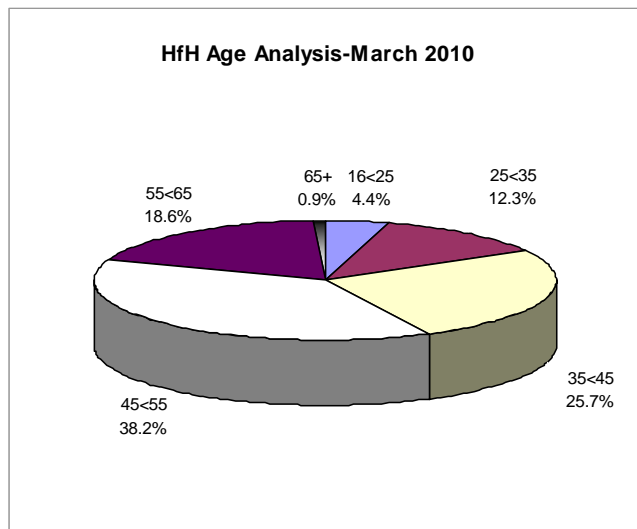
9.9% of Homes for Haringey employees have declared that they have some form of disability in March 2011. This is 1% more than what was declared the previous year (8.9%). Housing Management appears to have the highest proportion of employees with a disability (11.6%) with Property service following closely behind at 9%. According to research carried out by the Chartered Institute of Personnel and Development (CIPD) many disabled people do not consider themselves disabled and as a result of this prefer not to disclose the nature of their disability because of a fear of being labeled – this can make monitoring difficult within any organisation particularly where mental health issues may be involved.

Since being awarded the Two Ticks national accreditation, HfH has continued to demonstrate that the organisation is positive about people with disabilities. This is promoted through the use of the two tick symbol on our recruitment literature, working with occupational health and other external providers to ensure that reasonable adjustments are made for employees that become disabled and that the appropriate equipment is provided. There is also a quarterly disability focus group held to obtain feedback from staff.

Recommendations:

1. HfH continues to monitor its existing policies to determine how they are affected by equality legislation.
2. Ensure that disability awareness is included in any equality training HfH provides.

2.4. HOMES FOR HARINGEY'S AGE PROFILE

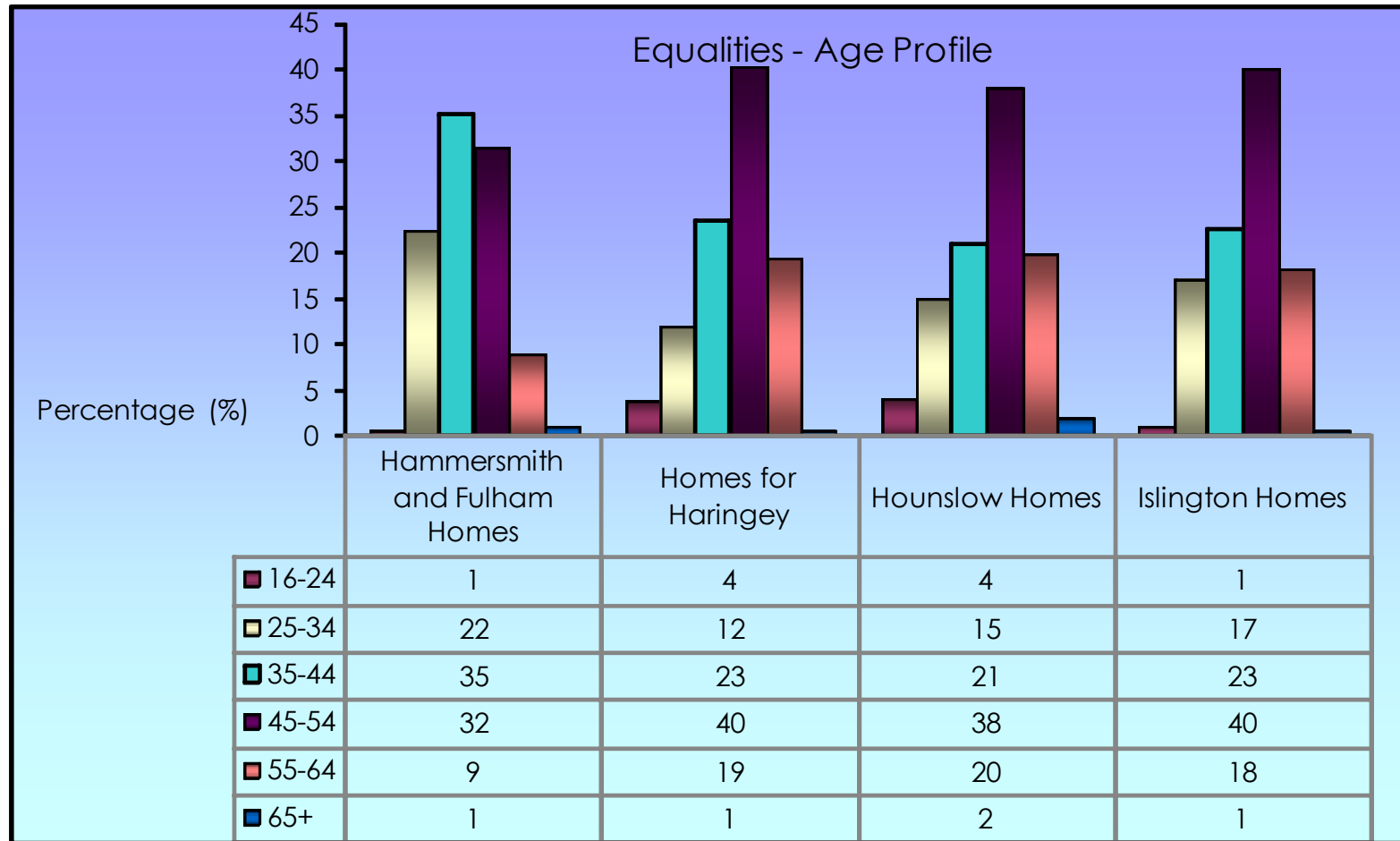


Approximately 60% of those employed within Homes for Haringey are aged 45 and above. This is a similar picture across other ALMOs (with the exception of Hammersmith Fulham homes) illustrated in the chart provided below. These statistics are consistent with research and demonstrates that the organisation has an ageing workforce.

A number of initiatives are already in place to encourage younger workers into the workplace. These include work placements and attending local job fairs where there is an opportunity for school leavers to consider HfH as an employer. We have also introduced a graduate training scheme. However, this will be particularly difficult to continue if older workers continue to work longer leaving very little turnover.

Changes in recent employment legislation on Age will mean that HfH will need to plan its workforce quite carefully to ensure that talent continues to enter the organisation to keep it competitive with other organisations and meets the needs of our residents. Performance management will begin to provide a focus for achieving this.

Age Profile across ALMOs (March 2010)



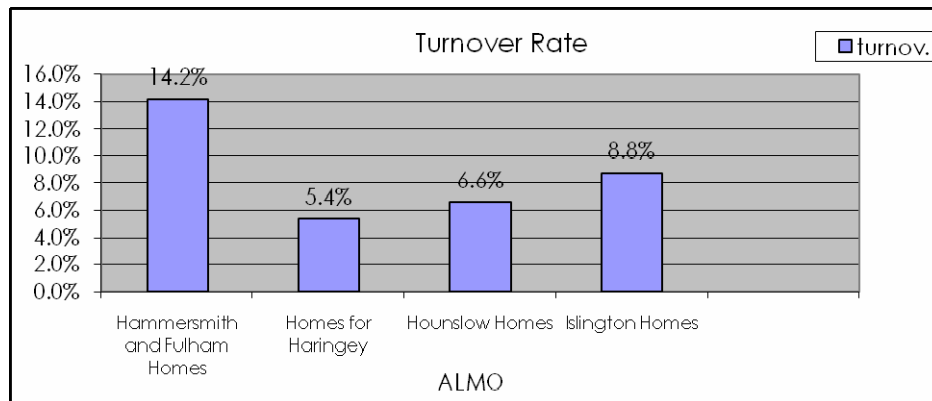
2.5. Turnover

2010

Homes for Haringey - Turnover Rate % by Business Unit, Ethnic Group and Age					
Business Unit	Overall	White	B & M E	Under 25	Over 55
Asset Management Service	5.7	11.8	0.0	0.0	0.0
Chief Executive	36.4	33.3	46.2	100.0	40.0
CE & Staff	0.0	0.0	0.0	0.0	0.0
Housing Management	6.8	5.1	7.9	66.7	13.4
Repair Services	3.5	3.3	4.0	0.0	4.8
Resources Business Unit	0.0	0.0	0.0	0.0	0.0
HFH	5.6	4.5	6.7	10.3	9.0

2011

Homes for Haringey - Turnover Rate % by Business Unit, Ethnic Group and Age					
Business Unit	Overall	White	B & M E	Under 25	Over 55
CE & Staff	0.0	0.0	0.0	0.0	0.0
Chief Executive	12.5	21.1	0.0	0.0	0.0
Housing Management	7.8	7.0	8.2	80.0	6.2
Property Services	3.2	2.5	4.3	4.3	2.9
Resources Business Unit	2.1	3.8	0.0	0.0	0.0
HFH	5.4	4.6	6.3	16.7	4.3



The tables show the turnover across the business over the last 2 financial years from April to March.

Homes for Haringey have had an overall turnover of 5.4% (2011), marginally less than 5.6% (2010).

Although the CEO's office indicates a high turnover, figures are based on a few leavers which disproportionately affects the numbers as this is one of the smaller staff groups.

According to the CIPD survey, the UK has an overall turnover rate of 13.5% which is a decrease from previous years. This can be partly attributed to the current economic downturn. The survey also indicates that redundancy related turnover has become more common.

HfH also has the lowest turnover of the ALMOs represented in the chart below.

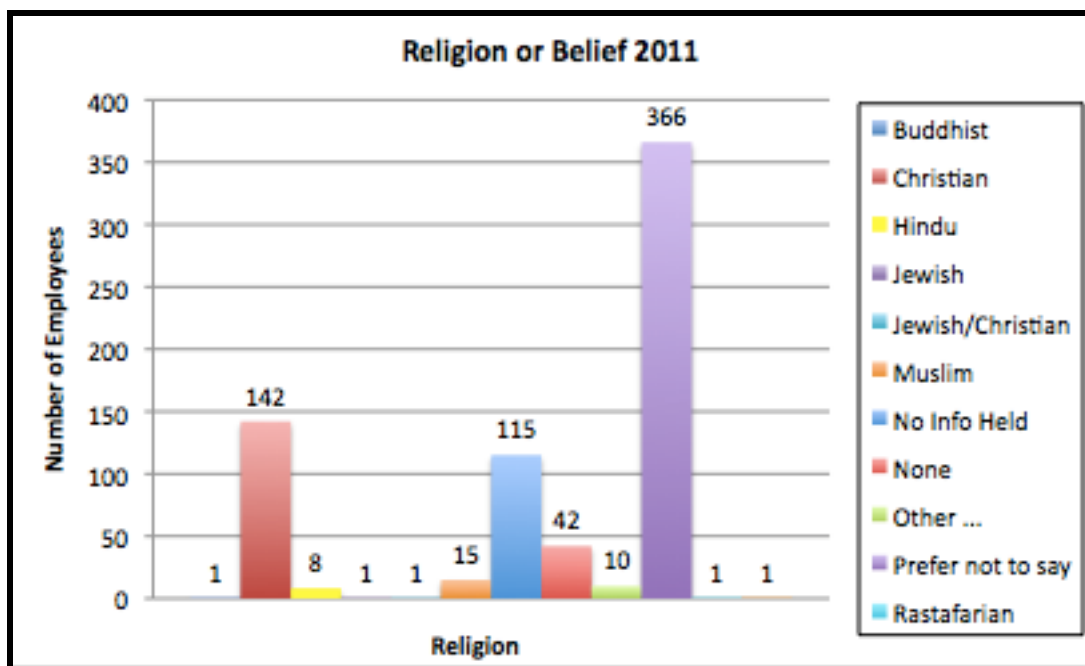
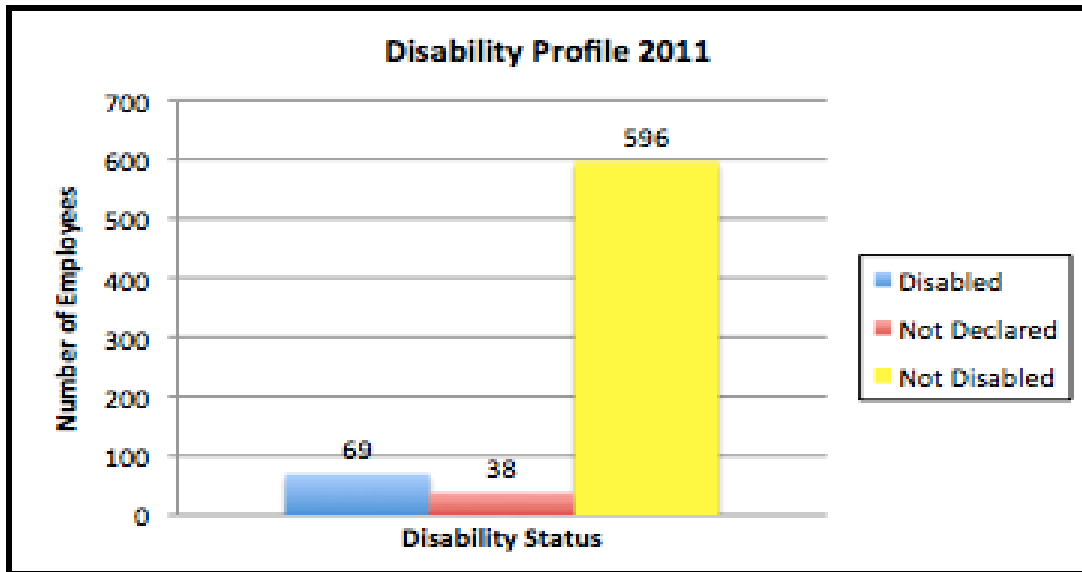
Some level of turnover is positive for the organisation as it allows the opportunity of progression within the organisation and the entry of fresh ideas through new recruits; this also has to be weighed against the right people leaving the organisation. Turnover can also help to reduce staff cost especially in this current economic climate.

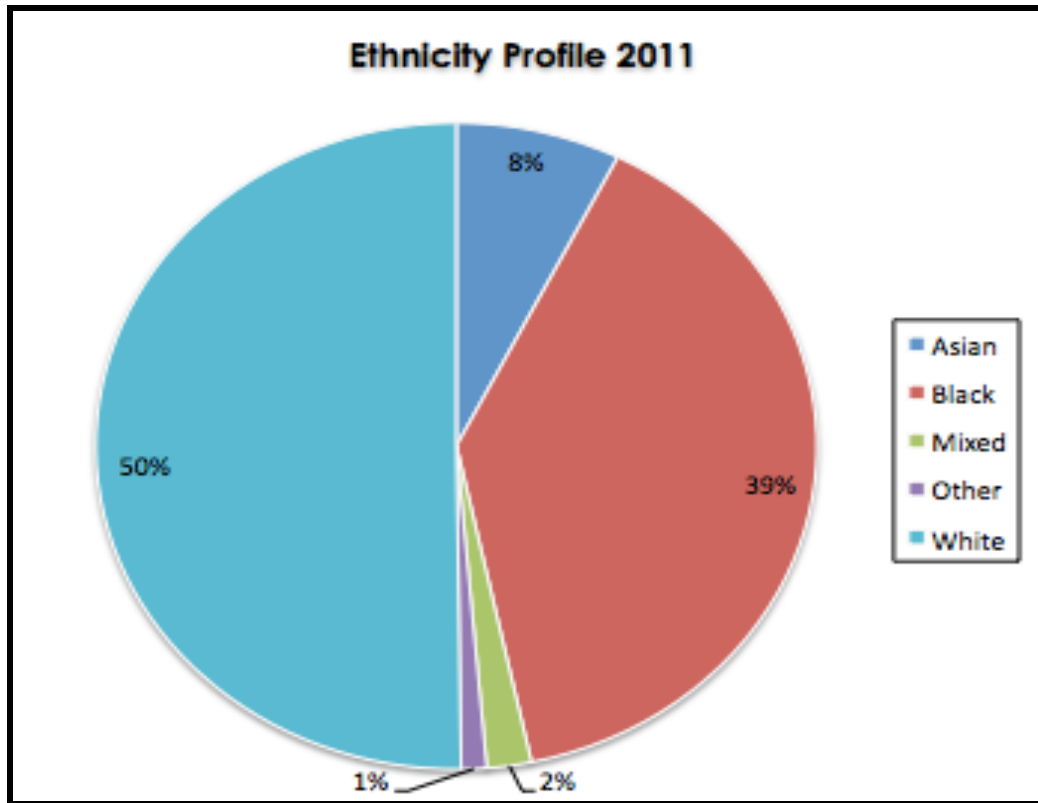
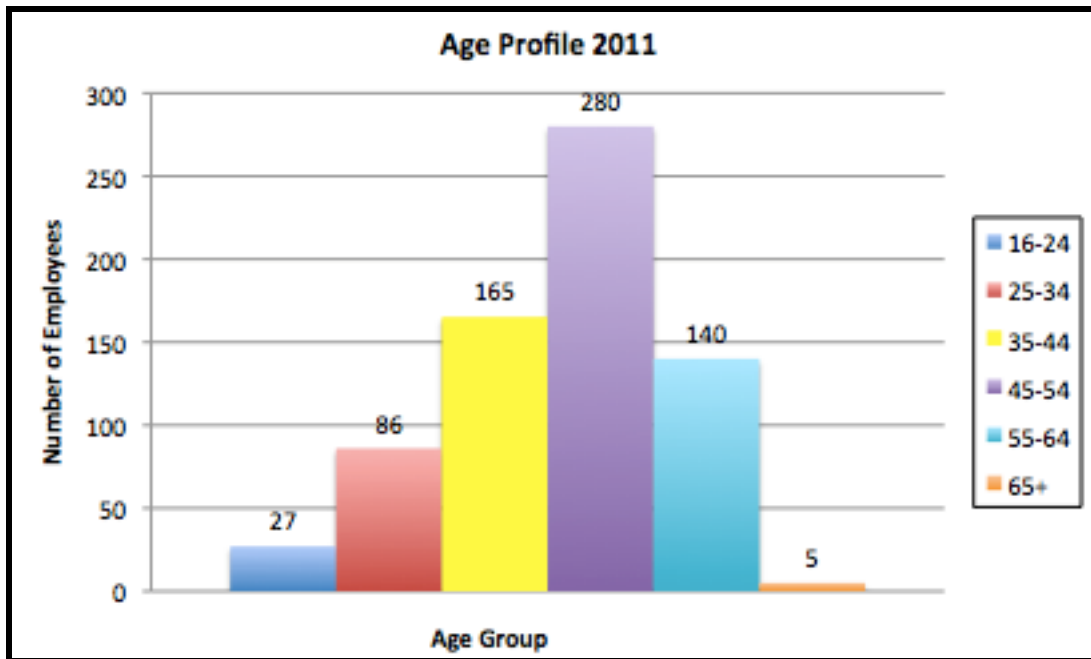
Recommendation:

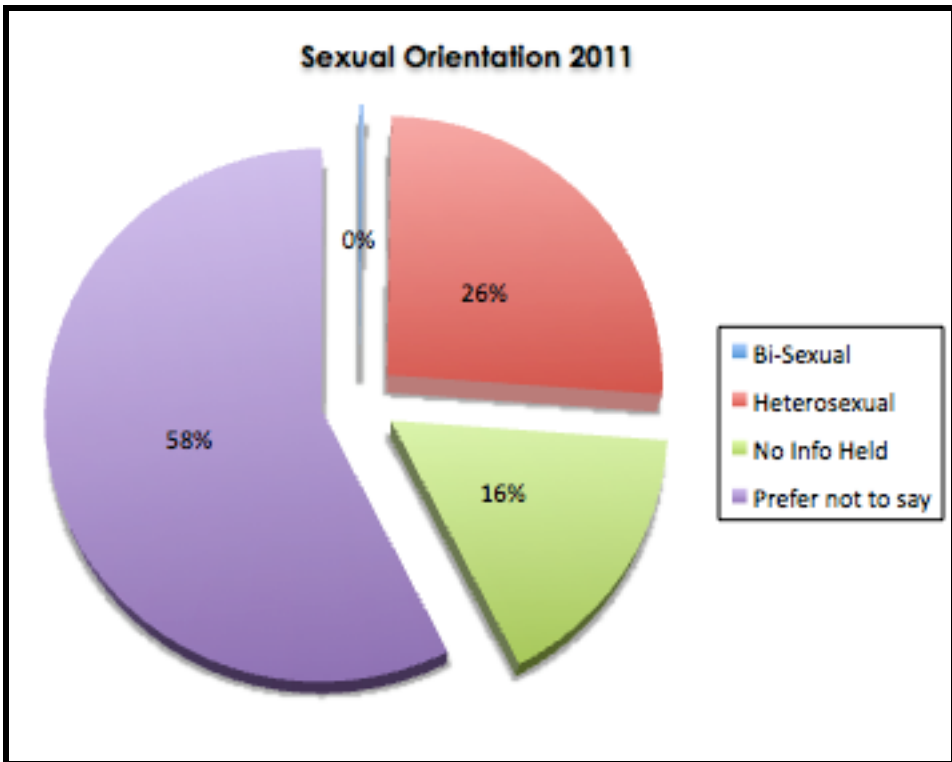
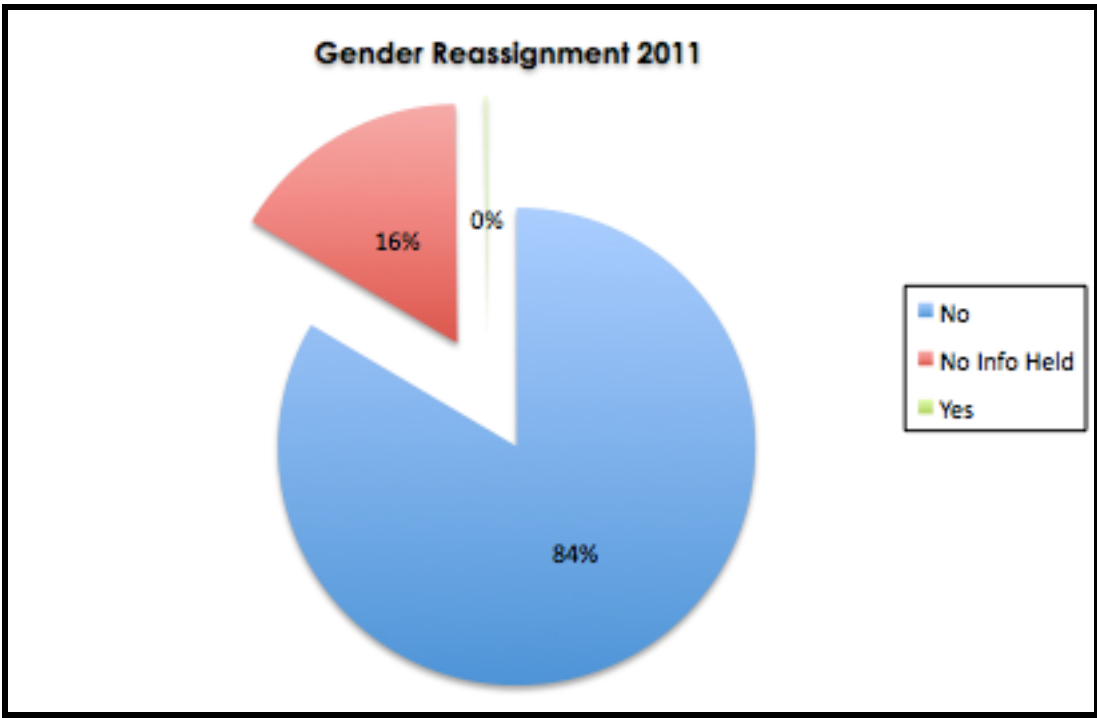
To continue to collect information through exit questionnaires/interviews to assist us in forming a picture of why people leave the organisation and alert us if there are any unidentified issues within the organisation.

4. MONITORING OVER THE SIX EQUALITY STRANDS

Employee Profile Charts 2011:







**APPENDIX A - Diversity profile for ALL applications received for HFH vacancies
between
1 April 2010 – 31 March 2011**

