



HR MANAGEMENT INFORMATION REPORT

JANUARY - DECEMBER 2011

Amnesty International

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SUMMARY OF KEY FINDINGS

- There has been a 15% increase in the number of staff employed at AIUK since March 2009 (13%FTE). The percentage by department has broadly stayed the same this year with a small increase in marketing staff as a percentage of total staff in line with our growth strategy.
- There has been a significant increase in applicants per vacant post with an average of 49 applicants up from 33 last year which represents a 49% increase.
- The trend towards staff who classify themselves as white has decreased slightly to 83% from 84.9% in the last reporting period. 15% of our staff are from a BME background which is high in comparison to the UK charity sector but low when compared to the Greater London population. Interestingly the percentage of BME staff varies considerably by department, 31% in Corporate Services, 10% in Marketing and 11% in Campaigns.
- There has been an increase in applicants willing to state their ethnic background year on year with only 2% of applicants declining to say in 2011.
- 24% of job applicants were from a BME background, a small increase on the last reporting period. However, there is a similar pattern over the last 3 years that the percentage of applicants from white backgrounds increased during progression through the recruitment process although in 2011 this was not as much as in previous years, whereas in contrast the reverse is true for black applicants.
- The female:male staff ratio has remained the same for the last six years at approximately 2:1
- The number of staff who declare that they have a disability has increased again to 5% (4.1% last year). This is a continued improvement and shows more staff are comfortable in declaring a disability.
- The average staff age has increased by 0.3 years to 37.9 years. This has increased very slowly year on year for the last few years from 36.
- 8% of staff identified themselves as lesbian, gay or bi-sexual. This is higher than government statistics which state 1.5% of adults identify themselves as LGBT and the 6% government estimate of the UK population.
- A significant percentage of both those appointed and AIUK staff prefer not to disclose their religion. Only 29% of those appointed and 26% of current staff declared any religious belief.

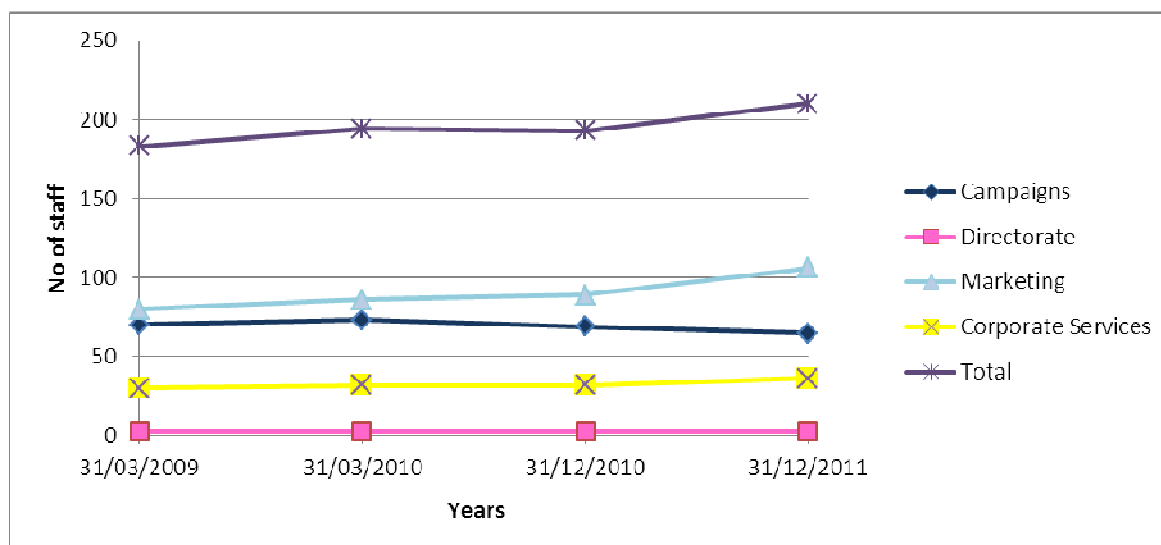
- Staff turnover has fallen again to its lowest level in six years to 11.3% and this fall is in line with the national average for all sectors which includes both planned (end of fixed term contracts) and unplanned turnover.
- Data on average length of service shows that this is high and rising at AIUK at 5 years and 8 months in comparison with the UK median of 4 years.
- Strengths highlighted from our exit interview questionnaires (those indicated as not being a reason for leaving) included salary and rewards, well-being, working conditions and ethical standards. The key theme given for leaving was career progression with 'unclear how to progress within the organisation' (50%) and 'lack of promotion opportunities' (40%).
- Reported sickness remains very low (1.3 working days per year) compared with the UK average, but is considerably under-reported.
- There has been a decrease again this year from 24.7% to 18.3% of reported sickness absence due to stress, depression or other psychiatric illness.
- There were 32 instances of usage of the counselling service in 2011, which is slightly higher than the last two reporting periods.
- The most frequently reported work-related subjects during the year to the counselling service were pressure and relationships.
- As previous years, women were the predominate users of the service.
- 17 staff formally requested, and were granted flexible working arrangements.
- 12% of staff are now working flexibly (down from last year) and a further 29% are working part-time as a requirement of their role or on a job share basis.
- The most popular flexible working arrangement request was again for compressed hours.
- Late working signing outs at HRAC increased significantly by 343 instances to 662 instances in the year. As there was also a significant fall last year this could be due to better application of the process during 2011.
- There were 3 disciplinary hearings and 1 dismissal in the period (plus 11 end of fixed term contracts)
- Office volunteer numbers have decreased slightly to 93 (110 last year) and represent a similar breakdown to staff in gender but are from a more diverse ethnic background (61% white)
- AIUK Board statistics show that the Board are reasonably diverse in terms of gender and age but not sexual orientation, disability or ethnic background.

1. STAFF AND JOB APPLICANT BREAKDOWN

1.1 Number of staff

	Staff employed at 31/03/09	%	Staff employed at 31/03/10	%	Staff employed at 31/12/10	%	Staff employed at 31/12/11	%
Campaigns	70	38%	73	38%	69	36%	65 (65)	30.8% (32.7%)
Directorate	3	2%	3	1.5%	3	1.5%	3 (3)	1.5% (1.5%)
Corporate Services*	30	16%	32	16.5%	32	16.5%	37 (34)	17.5% (17.1%)
Marketing	80	44%	86	44%	89	46%	106 (97)	50.2% (48.7%)
TOTAL	183	100	194	100	193	100	211 (199)	100

NB. Figures include staff on maternity leave, long term sick or secondment. Therefore where the posts are covered by a fixed term contract, the head count will record two post holders. A separate figure has been included in brackets to display headcount discounting those on leave.



Since March 2009 there has been a 15% increase in number of staff throughout the organisation and a 9% increase since December 2010.

1.2 Number of full-time equivalent staff

	Staff employed 31/03/09	%	Staff employed 31/03/10	%	Staff employed 31/12/10	%	Staff employed 31/12/2011	%
Campaigns	60.75	37.88%	65.86	38.12%	59.9	35.24%	57 (57)	31.2% (33%)
Directorate	2.2	1.37%	2.2	1.27%	2.2	1.29%	2.2 (2.2)	1.2% (1.3%)
Corporate Services	28.38	17.7%	29.81	17.25%	29.9	17.59%	35.1 (32.1)	19.2% (18.7%)
Marketing	69.04	43.05%	74.91	43.36%	78.0	45.88%	88.3 (80.8)	48.4% (47%)
TOTAL	160.37	100%	172.78	100%	170.0	100%	182.6 (172.1)	100%

There has been an overall increase in the FTE figure of 12.6 posts in the last year, an increase of approximately 7%. The marketing department has seen the biggest increase in both number and FTE which is in line with our focus on growth, requiring additional capacity in order to deliver. Part of this is due to an increase in the Telemarketing team from 6 members of staff (2.8 FTE) to 9 members of staff (3.8 FTE).

The figures in brackets are the FTE taking out double counting for those staff who are on extended leave (sabbatical, secondment, maternity etc) where we have recruited cover.

1.3 No of Job Applicants and Recruitment Activity

During 1st January – 31st December 2011, we appointed to 38 posts (33 were recorded in the previous year when adjusted to 12 months) which attracted a total of 1892 candidates (1109 in the previous adjusted year). This is an average of 49 applicants per post (33 per post in the previous year). There has therefore been an increase in the average number of applications per post. This could be attributable to the current economic climate, and a looser labour market due to the increase of redundancies, particularly within the public sector.

2. STAFF AND JOB APPLICANT DIVERSITY

2.1 Ethnic Group

2.1.1 Staff

A charity sector survey showed that 11% of staff in the UK charity sector were from an ethnic minority¹ this has decreased slightly from 2010 (12%). 62% of respondents to this survey have headquarters based in London and 74% of respondents employ staff within the London region. AIUK's comparable figure is 15 %.

The overall breakdown for AIUK staff is overleaf: The number of Asian staff, as a percentage has increased this year; again we have excluded those who declined to say.

¹ People Count Voluntary sector Benchmarking report 2011

	%							
	National average[2]	Greater London average [2]	National estimate 2007[3]	Inner London estimate 2007[3]	Apr-09	Apr-10	Dec-10 (of those who gave a reply)	Dec 11 (of those who gave a reply)
Asian	3.9	12.1	5.50%	11.00%	6%	8%	7%	9%
Black	2	10.9	2.70%	13.50%	3%	2.50%	2.70%	2.5%
White	92.1	71.2	84.30%	66.50%	84%	83.50%	84.90%	83%
Chinese	0.4	1.1	1.40%	4.10%	1%	1%	1%	1%
Mixed	1.2	3.2	1.60%	4.00%	3%	2.50%	2.20%	2.5%
Other	0.4	1.6			3%	2.50%	2.20%	2%
Declined to say								

By grade, the breakdown of staff who gave a reply is below (8 staff declined to say):

	No	%	A	B	C	D	E and above
Asian	18	9		3 (6%)	7 (12%)	5 (7.3%)	3 (12.5%)
Black	5	2.5		3 (6%)		2 (3%)	
White	169	83.	2 (100%)	38 (76%)	52 (88%)	56 (82.3%)	21 (87.5%)
Chinese	2	1.0		1 (2%)		1 (1.5%)	
Mixed	5	2.5		4 (8%)		1 (1.5%)	
Other	4	2.0		1 (2%)		3 (4.4%)	

And by department:

%	CS/Directorate	Marketing	Campaigns
White	64%	82.5%	86%
BME	31%	10%	11%
Other	2.5%	1%	3%
Declined	2.5%	6.5%	0%

2.1.2 Job Applicants

	Asian	Black	Chinese	Mixed	Other/ prefer not say	White
Applied	10%	8%	1%	5%	7%	69%
Shortlisted	7.5%	7.5%	1%	3%	3%	78%
Appointed	11%	0%	0%	6%	0%	83%

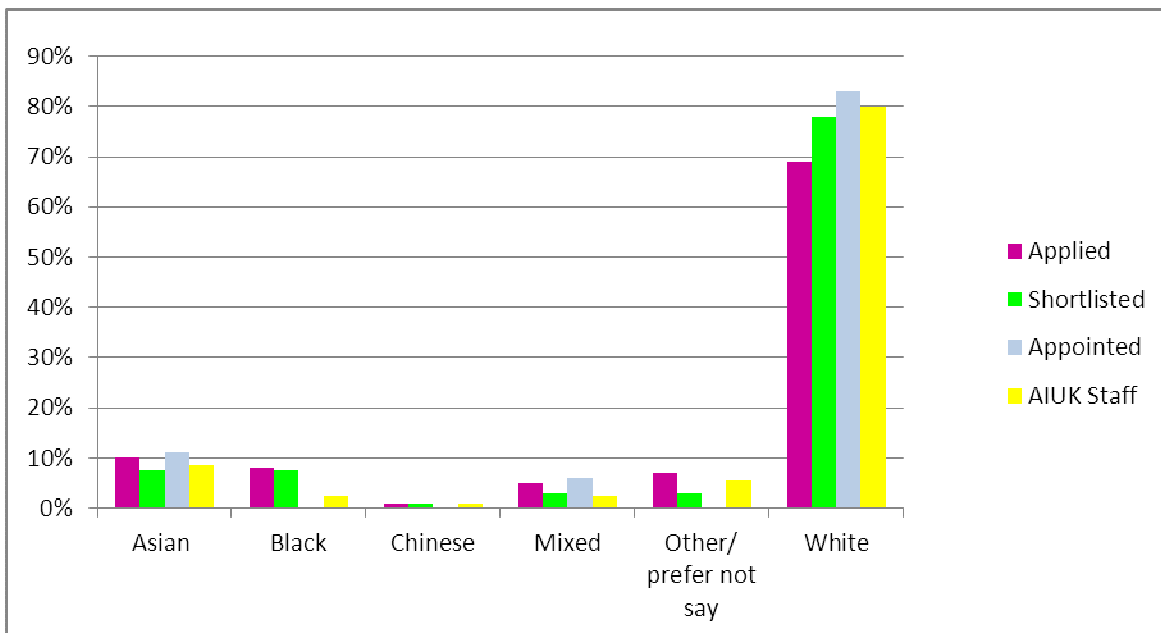
² National and Greater London Average based on April 2001 Census data, Office of National Statistics

³ National and Inner London estimate based on Estimate of resident population, mid 2007, Office of National Statistics

The table above shows the ethnic background of candidates January-December 2011. Key points to note are:

- 24% of applicants stated they were from a BME background this is an increase from previous years (21.1% from April to December 2010, 23% from April 2009-March 2010). A slightly reduced number of applicants from a white background, 69% whereas last year, 72.3% stated they were from a white background (70% 2009). Only 2% of applicants declined to state compared to last year where 6.6% preferred not to disclose (7% 2009).
- Again, there is a similar pattern over the last three years whereby the percentage of applicants from white backgrounds increased during progression through the recruitment process (although not as much as previous years which is good to note), whereas the stark contrast is true for black applicants, although not all BME categories.
- Last year we saw applications from those of a Chinese and 'other ethnic group' increased during progression through the recruitment process however, this is not true this year.
- Overall again this year we have found that there is a better candidate than staff mix.

The graph below shows the ethnic background of those that declared a background.



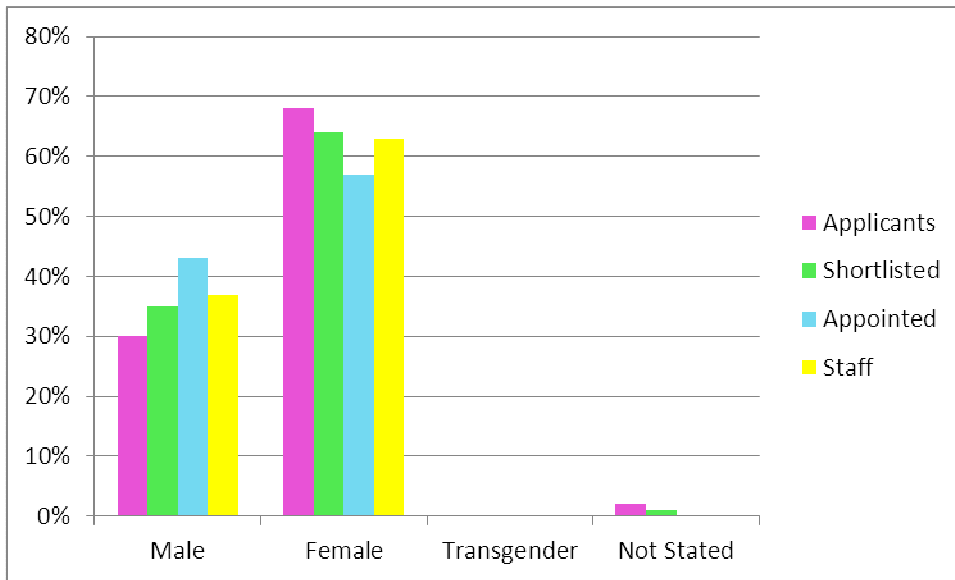
2.2 Gender

2.2.1 Staff

	% Female	% Male
31 March 2009	63%	37%
31 March 2010	64%	36%
31 December 2010	64%	36%
31 December 2011	63%	37%

2.2.2 Job Applicants

2011	Male	Female	Transgender	Not Stated
Applicants	30%	68%	0%	2%
Shortlisted	35%	64%	0%	1%
Appointed	43%	57%	0%	0%



- The number of male applicants has increased slightly from 27% of applicants in 2010, to 30% in 2011.
- The pattern through the recruitment process, from application to appointment, is a similar pattern to the previous year, with more male applicants being shortlisted and appointed. However of the staff leaving the organisation, 46% were male and so the impact on the overall gender split of the organisation is negligible.
- The overall gender split of current staff at AIUK remains consistent as with previous years with 63% of female staff and 37% male.

2.3 Disability

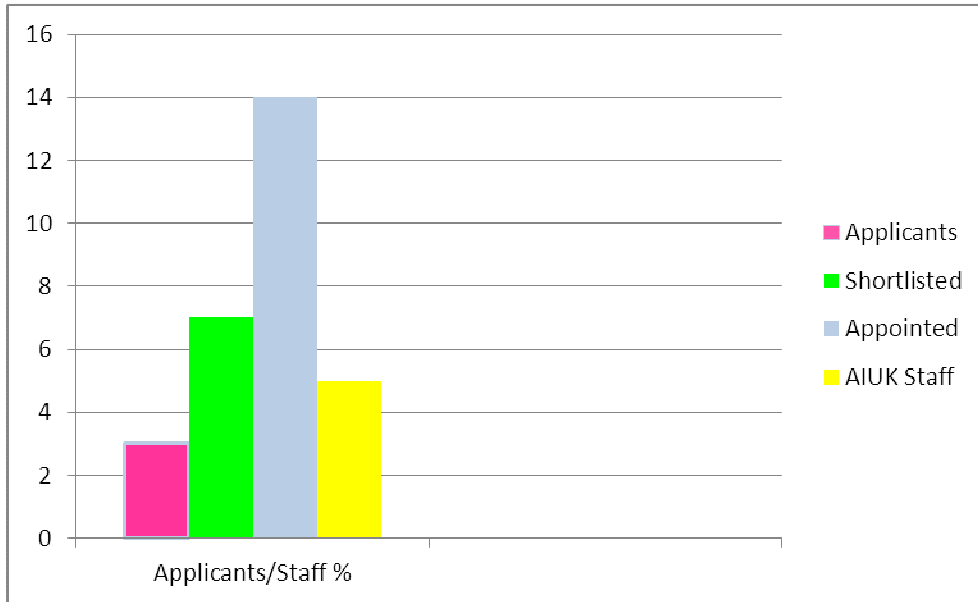
2.3.1 Staff

Continuing from the previous year's updating of staff data, there are now 11 members of staff declaring a disability (5%). Disabilities declared are broad, including both physical and mental disabilities. This is an increase from 2010 where 4.1% of staff disclosed their disability and a significant increase from previous years, 2.6% and 2.7% in April-March 2010 and 2009 respectively. This shows that staff are more comfortable and willing to disclose a disability. There are over 6.9 million disabled adults in the UK which represents 19% of the working population.⁴

⁴ Disability Rights Commission, July 2008

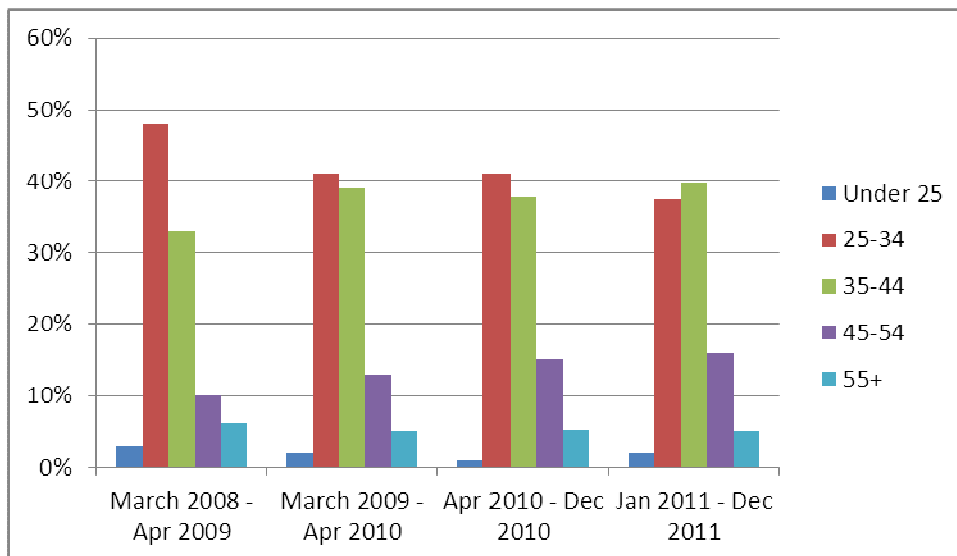
2.3.2 Job Applicants

The number of disabled candidates who applied for posts was 48 (2.5%), this is a double the number in 2010, although a similar percentage (24 candidates, 2.9%). AIUK operates by the national disability "Two Ticks" standard (all disabled applicants who meet the minimum essential criteria in the person specification are guaranteed an interview). Out of those who were shortlisted, 7% of candidates disclosed a disability and out of those who were appointed, 14% were disabled (this equates to 5 out of 35 staff appointed during 2011)



2.4 Age

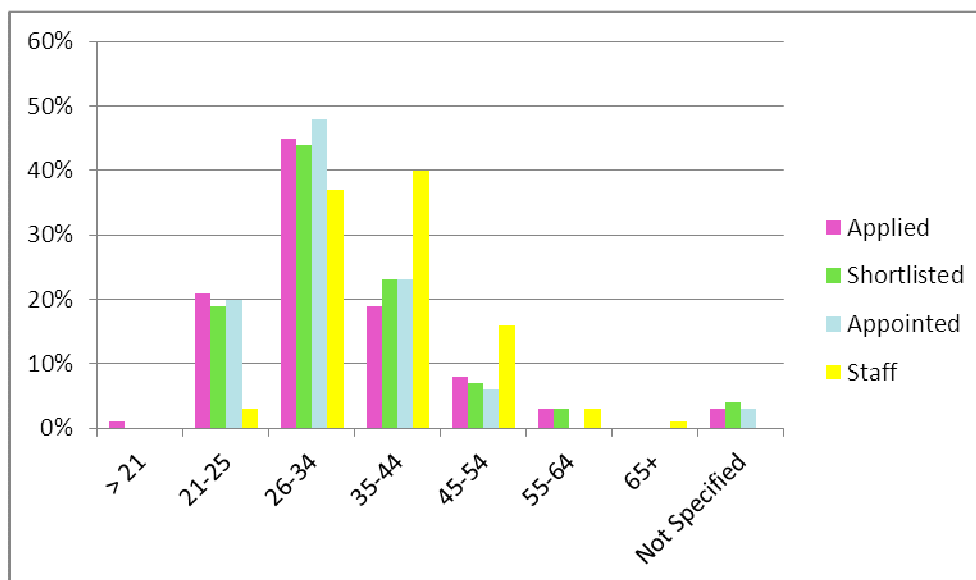
2.4.1 Staff



The average age of AIUK employees has increased by 0.2% to 37.9, so there has been a small change in the average age at AIUK since 2008 when the average

age was 37 years. This is younger than the sector average which is 41 years⁵. The default retirement age was also removed in April 2011 which could see trends of an older workforce generally across the UK. The Labour Force survey March – May 2011 reported that 28% of the UK workforce is over 50 years old. At AIUK this figure is at 10%

2.4.2 Job Applicants



The majority of our applications continue to come from the 21-34 year age range with 67% of applications coming from this group, however this is down on last year's figure of 79%. In each age group the gap between percentage of applications and of those shortlisted and appointed has closed compared to last year, however in the age group 45-54 years a slight downward trend has developed, but only by a difference of 1% at each stage of the process.

2.5 Sexual Orientation

The current data shows that staff are more comfortable with declaring their sexual orientation as the number of staff who declined to say or did not complete has decreased. The number of heterosexual staff has increased with a slight increase in LGBT.

Government estimates suggest that 6 per cent of the UK population is lesbian, gay or bisexual.⁶ With 1.5% of adults identifying themselves as lesbian, gay or bisexual and 94% identifying themselves as heterosexual/straight.⁷

⁵ People Count Survey 2011

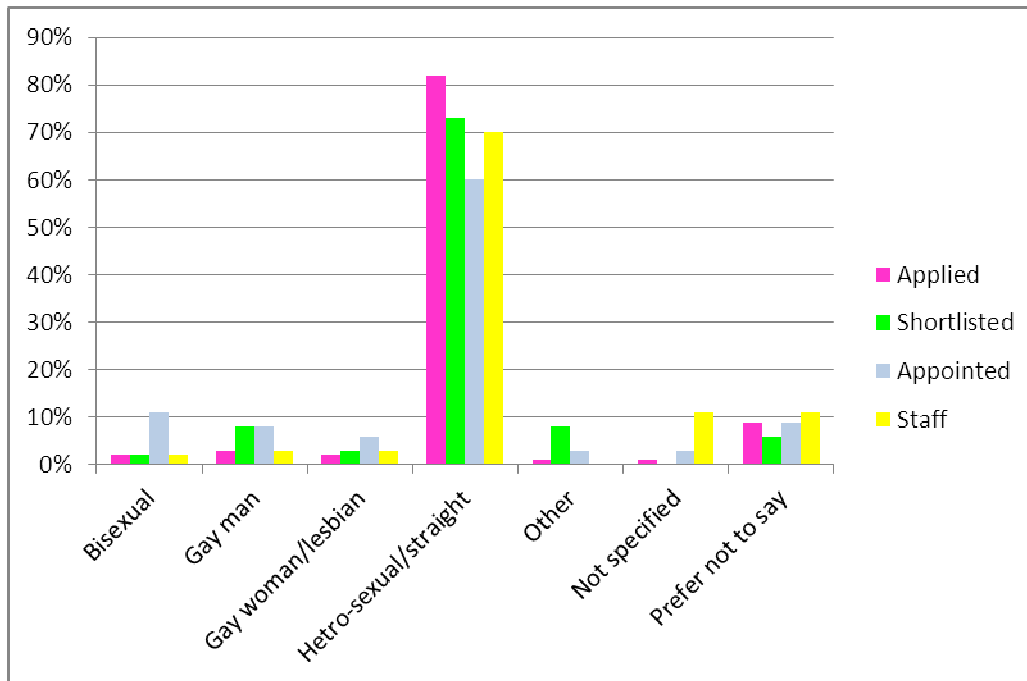
⁶ Stonewall, April 2011

⁷ http://www.ons.gov.uk/ons/dcp171778_227150.pdf

2.5.1 Staff

	Sexual Orientation of current staff	Sexual Orientation of those who gave a reply
Bisexual	2%	3%
Gay man	3.5%	4.5%
Gay woman/lesbian	2.5%	3.5%
Hetro-sexual/straight	70%	89%
Other		0%
Declined to say	11%	-
Did not complete	11%	-

2.5.2 Job Applicants



2.6 Religion

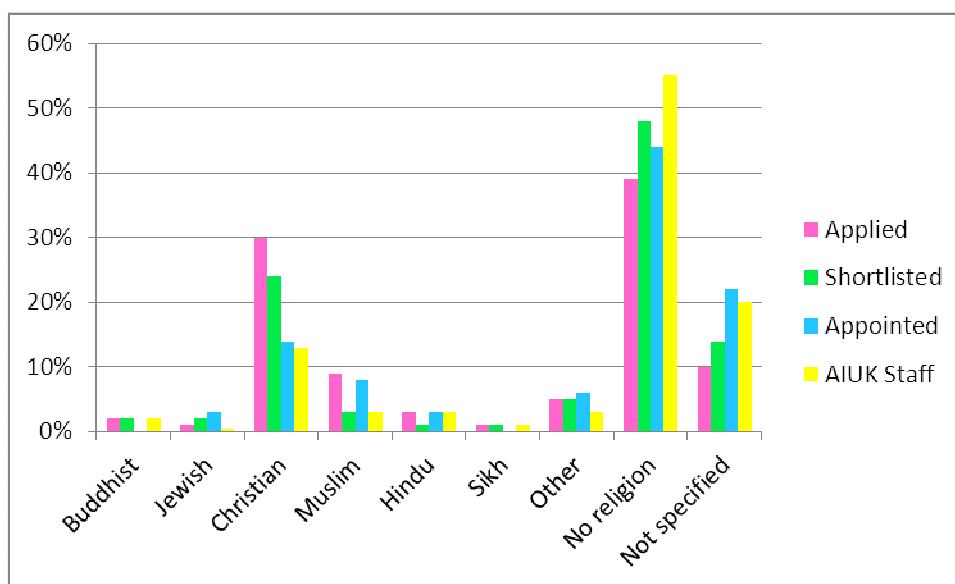
2.6.1 Staff

	Buddhist	Jewish	Christian	Muslim	Hindu	Sikh	Other	No religion	Not specified
AIUK Staff	2%	0.5%	13%	3%	3.5%	1%	3%	54%	20%
%age out of those who disclosed	2%	1%	16%	4%	4%	1%	4%	68%	N/A

2.6.2 Job Applicants

	Buddhist	Jewish	No religion	Christian	Muslim	Hindu	Sikh	Other	Prefer not to say
Applied	3.4%	1.8%	47.4%	26.4%	4.4%	1.1%	0.1%	6%	9.4%
Shortlisted	3.9%	1.6%	51.2%	21.7%	1.6%	0.8%	0%	8.3%	10.9%
Appointed	4.2%	0%	50%	20.9%	0%	0%	0%	4.1%	20.8%

It should be noted that we also monitor and collect data on Community Background for Northern Ireland posts and staff. As numbers of staff in Northern Ireland are low and there was no recruitment in this area during this reporting period, no statistics have been shown at this time.



A similar amount of applicants declared a religious belief as in last year's report. In total 29.2% of applicants appointed and 26% of staff overall declare a religious belief. At all stages of the recruitment process and within our staff, there is a high proportion of those who have declared "no religion"

Overall, there are similar patterns within the recruitment process as with previous years, with the exception of disability which has shown some improvement, with 14% of successful candidates appointed disclosing a disability.

3. PAY STEPS FOR NEW STARTERS

There were 38 new starters between 1st January 2011 and 31st December 2011. Their breakdown by gender is shown below as numbers and percentages starting on step 1 and step 2 and above.

	No	% of appointees	Step 1	Step 2 and above	Ethnicity of those who started above step 1	Ethnicity of those who started at step 1
Males	15	39.5%	11 (73%)	4 (27%)	3 x White (20%) 1x Asian (6.5%)	9 x White (60%) 2 x Asian (13.5%)
Females	23	60.5%	15 (65%)	8 (35%)	7 x White (30.5%) 1 x Mixed (4.5%)	13 x White (56.5%) 2 x Asian (8.5%)

It has been possible to report on ethnicity this year as we have the data available for a full year. We have recruited more females this year to males. With the Recruitment and Selection policy in place there has been some posts recruited above step 1 but a majority in line with the policy (starting at Step 1).

Where this is not the case and starters are recruited above step 1 a written case has been made and agreed with HR on all occasions.

4. STAFF TURNOVER AND RETENTION

4.1 Total turnover

Period	Unplanned turnover %	End of fixed term contract turnover %	Total turnover %
12 month to 31 March 2008	11.7%	7.1%	18.8%
12 month to 31 March 2009	13.7%	7.4%	21.1%
12 month to 31 March 2010	8.7%	7.6%	16.3%
9 month to 31 Dec 2010	7.6%	4.6%	12.2%
12 month to 31 Dec 2011	6.2%	5.1%	11.3%

In the 12 months of 2011, staff turnover at AIUK was 11.3%. This is down slightly from the last reporting period. This is in line with the labour turnover rate across all sectors which fell in 2011 to 12.5% from 13.5%. This was predicted due to rising unemployment figures in the recession. Within the voluntary/not for profit sector, the rate was 13.1%, down from 15.9% last year (which includes unplanned and planned turnover).⁸ Figures at AIUK continue to fall due to both a decrease in planned and unplanned turnover showing we have been staffing effectively.

⁸ CIPD 2011 Resourcing and Talent Planning survey (formerly the Recruitment, Retention and Turnover survey)

4.2 Staff Turnover by Department

Period:01/01/2012 – 31/12/12	Unplanned turnover %	End of fixed term contract turnover %	Total turnover %
Campaigns	5.8	8.7	14.5
Marketing	5.6	5.6	11.2
Corporate Services	0.0	3.0	3.0
Directorate	33.0	0	33.0

N.B. staff turnover = $\frac{\text{Number of leavers in period of time}}{\text{Number of staff at the beginning of the period}} \times 100$

4.3 Length of Service

The average length of service for AIUK staff as at 31st December 2011 was 5 years and 8 months, an increase against last year of 3 months. This is high in comparison to the UK median of 4 years and the 2 years, 10 months average for the third sector.⁹

The average length of service for leavers in this reporting period was 2 years and 6 months.

4.4 Exit Questionnaires

For the period January-December 2011 we had 23 staff leave the organisation. From these, 16 staff completed an exit questionnaire which represents 70% of leavers, a significant increase of 28%. The reason for an increased return rate of exit questionnaires is due to a new automated process which was trialled throughout 2011. Staff are now prompted to complete an exit questionnaire via email, with reminders for those who haven't completed. The questionnaire itself is a web based form which is also more user friendly than previous methods. Information is now collated by an outside provider and so could also potentially be attributed to the increase in returns as individually provided information is kept confidential and reported back collectively with other leavers for the year.

Key findings of the exit questionnaires for 2011 are:

- Of those who responded, 37.5% of leavers were “involuntary” i.e. due to the end of a fixed term contract. The questionnaire goes on to focus on those who left voluntarily to ascertain reasons for leaving. The following percentages are therefore based on the remaining 62.5% of leavers.
- 70% of leavers were female, 30% male. There is a slight variance here with the gender split of the organisation which is 63% female and 37% male.
- The main reasons for leaving were “unclear as to how to progress within the organisation” (50%) and “lack of promotion opportunities” (40%) The main key reasons for staff leaving has been due to career progression, which continues

⁹ DLA, 2009 and People Count Benchmarking report, 2010

the theme from previous management reports. This is also reflected in the “key areas for improvement” section of the questionnaire.

- 20% of leavers indicated overall job dissatisfaction as a minor reason for their leaving. Specifically within this area, 40% of leavers stated that routine work/lack of variety was a key or minor reason for their decision to leave.
- 60% of leavers moved onto a similar role within the same sector, all at a lower salary.
- Strengths (indicated as not being a reason for leaving) include salary and rewards, well-being, working conditions and ethical standards (such as bullying and harassment, equal treatment with respect to age, gender, disability, ethnic origin, sexuality and religion)
- 100% of leavers were happy with their working conditions
- 6% of leavers stated salary as a minor reason for their decision to leave. The remaining 94% did not indicate salary as a “push” factor for their decision to leave AIUK.
- 90% stated that they would work at AIUK again and 100% stated that they would recommend AIUK as a place to work.

5. SICKNESS ABSENCE

All absence is measured in working days lost per person. The average level of working days lost per employee per year in the UK has remained the same at 7.7 days (2011/2010). The average in the not for profit sector has decreased slightly to 8.8 from 9.3 working days per employee per year.¹⁰

5.1 Sickness by Department

D/C = doctor certificated

S/C = self certificated

Dept	No of staff at 31/12/11	Number of working days sick 01/01/2011-31/12/2011		Average per person		Total	Total average per person
		D/C	S/C	D/C	S/C		
Campaigns	65	12.5	34	0.18	0.1	46.5	0.19
Marketing	107	179.5	48	1.6	0.4	227.5	2.0
Corporate Services	36	64	46	1.7	1.2	110	2.9
Directorate	3	0	1	0	0.3	1	0.3
Total	211	256	129	0.87	0.5	385	1.3

Again this year we have seen the total number of working days lost through sickness decrease. Adjusted to compare with last years figure this shows an

¹⁰ CIPD Absence Management Report, 2011

average of 0.6 days lost per person (against 1.1 days last year). However, we continue to believe sickness is under reported.

Campaigns department absence looks under reported as although there has been a decrease in the number of staff, the number of absences reported has also significantly dropped, the total absences in 2010 were 103 compared to 46.5 this year.

5.2 Sickness by Reason

For period 01/01/2011 – 31/12/2011

Reason for sickness	Total number of working days	Number of incidences	% of total days 2011	% of total days April - Dec 2010
Anxiety/Stress/Depression/Other Psychiatric Illness	74.5	5	18.3%	24.7%
Back, neck & other musculoskeletal	2	2	0.4%	5%
Colds/Coughs/Flu	74	43	18%	20%
Chest/respiratory	0.5	1	0.1%	3.5%
Headaches/migraines	7	7	1.7%	8.5%
Ear/nose/throat	15.5	10	3.8%	6%
Eye problems	0	0	0.0	0%
Gastrointestinal Problems	29	19	7%	4.5%
Genitourinary & gynaecological disorders	3.5	2	0.8%	4.7%
Infectious diseases	2	1	0.4%	0%
Injury/Fracture	80.5	11	20.0%	5.2%
Pregnancy related	64	4	16%	0%
Skin disorders	0	0	0.0	0.9%
Other/unknown/unspecified	44	8	10.8%	12.3%
Surgery	0	0	0.0	4.7%
Asthma	9	2	2.2%	0.0%
TOTAL	405.5	115	100%	100%

In this reporting period there have been 115 incidents of sickness. This is a decrease from the last 9 month reporting period of 112 incidences. The average length of incidences has increased to 3.5 days.

There has been a higher number of long-term sickness in this reporting period.

5.3 Long term sickness absence

For this period, there have been 6 cases of long term sickness absence (long term sickness absence is defined as a period of three calendar weeks and more), 2 were due to anxiety/stress; 2 for an injury and 2 were pregnancy related.

There have been some improvements to sickness reporting and recording in 2011, but there is still a high degree of under-reporting. The Marketing department has improved significantly at reporting absence against the last reporting period.

6. EMPLOYEE ASSISTANCE PROGRAMME: COUNSELLING IN COMPANIES (CiC)

6.1 The service provided by CiC service is available 24 hours a day, 7 days a week, 365 days a year, for staff, volunteers and their immediate families. There were 32 instances of usage during this 12 month period, representing an annual user rate equivalent to 16% of staff, an increase of 6% on last year. Of the staff who rang the advice line, three of the callers were referred for counselling, the same as the previous year, compared to five in 2009. The average time it took to match a caller with a suitable counsellor was 1.3 days. In total there were 10 attended sessions, 0 cancelled sessions, and 0 'no show' session. During the period there was 1 call to the Managerial Advice line, a separate advice service for line managers.

6.2 The most frequently reported work-related issues (figure 6.2) during the 12-month period were:

- Pressure
- Relationship

There were no calls relating to bullying and harassment, nor were there any calls to the legal or financial helpline.

The most frequently reported personal issues (figure 6.3) during the 12-month period were:

- Bereavement
- Health

The most frequently reported effect (figure 6.4) during the 12-month period was anxiety, as it has been for the previous three years. Although this year the number of callers who gave this as an effect was significantly higher than the previous year, it exactly correlates with the benchmarking data from CiC.

6.3 As previous years, women are the predominate users of the advice line service. All calls except for three were from women. Of the eleven callers eight who gave their ethnicity, five (62.5%) said they were white, a decrease from last year. Three of the eleven callers were in the age group 30-39, three were younger and one older. Just over half of all calls were made on Monday and Thursday, none on Wednesday or Sunday. Last year's figure showed that no calls were made on a weekend. None were made in the evening, with most calls being made between midday and 5pm. Most calls were made on a Monday or Tuesday. All calls were made by staff, none by partners or family.

Figure 6.1: Total Usage

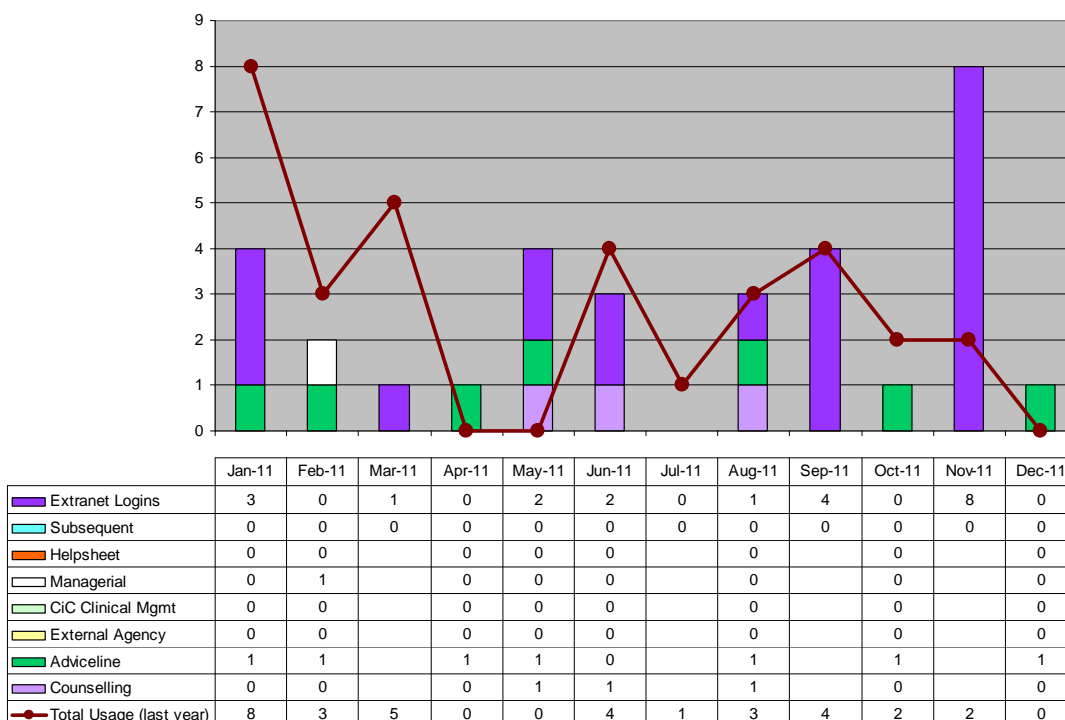
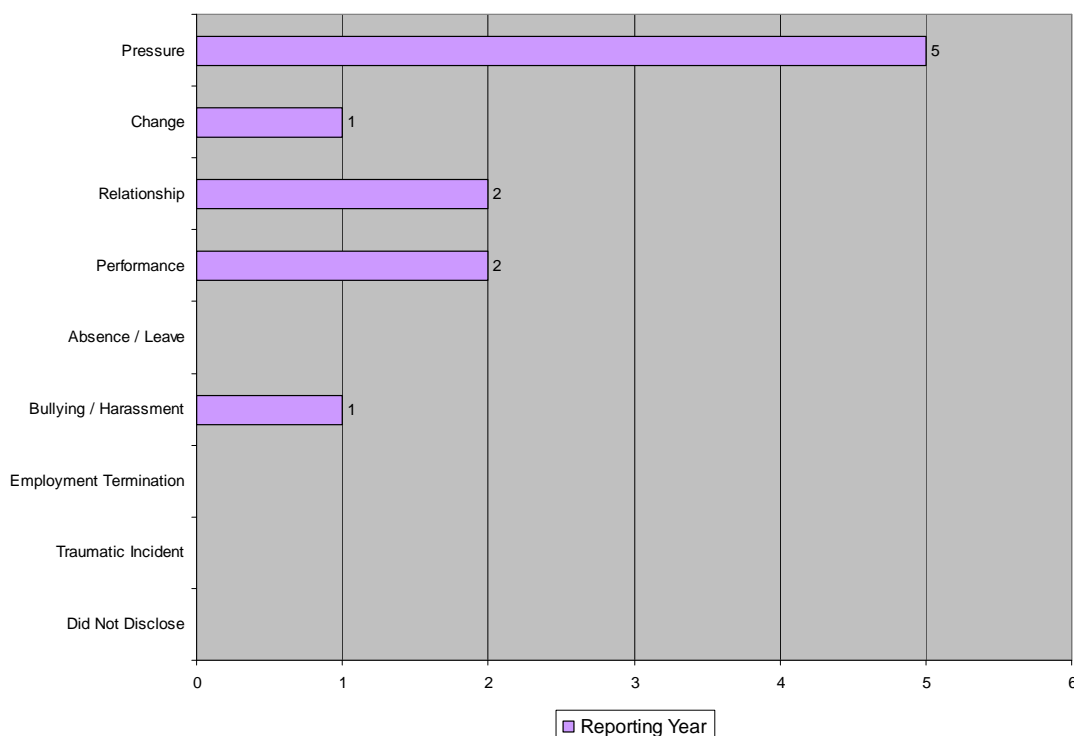


Figure 6.2: Work-Related Issues



NB. Not all callers will report work-related issues, whilst others will report multiple such issues; the sum of issues reported will generally differ from the number of callers.

Figure 6.3: Personal Issues

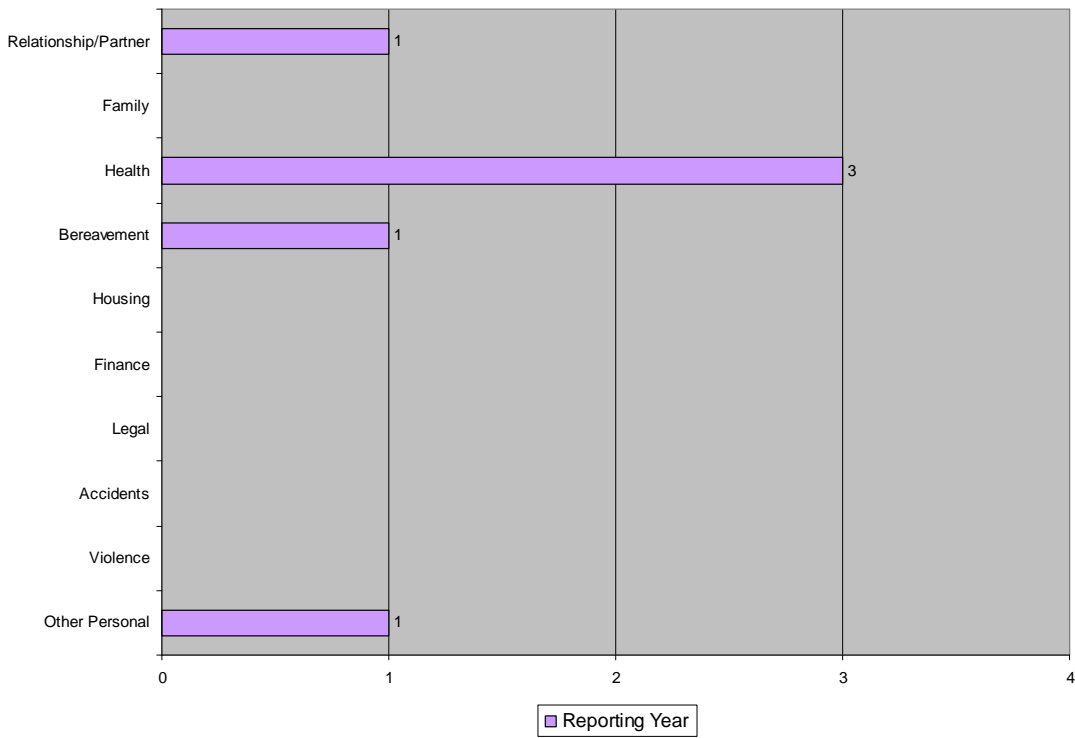
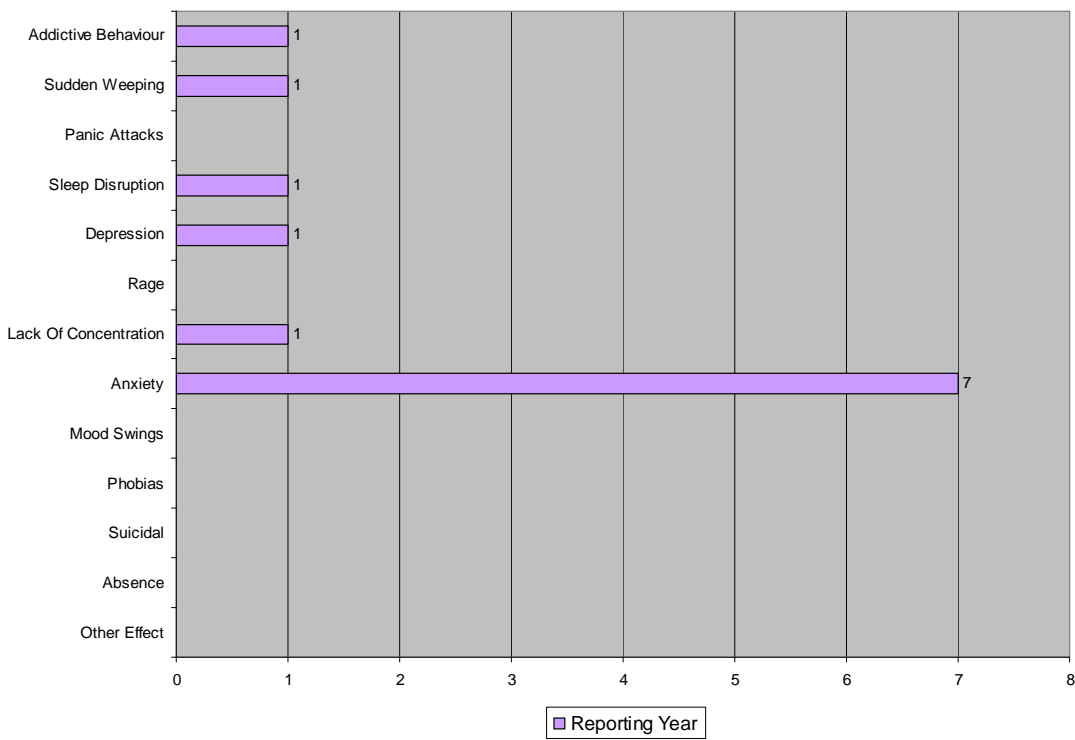


Figure 6.4: Effects on Individuals



7. FLEXIBLE WORKING

7.1 Key figures

Flexible working requests in 2011 were lower than in previous years. 17 formal requests were made between 1st January 2011 and 31st December 2011. All formal requests made were granted. These comprised:

Compressed hours	9
Part time	4
Home working	3
Change of work pattern	1
TOTAL	17

All figures are based on employees requesting flexible working under the current policy.

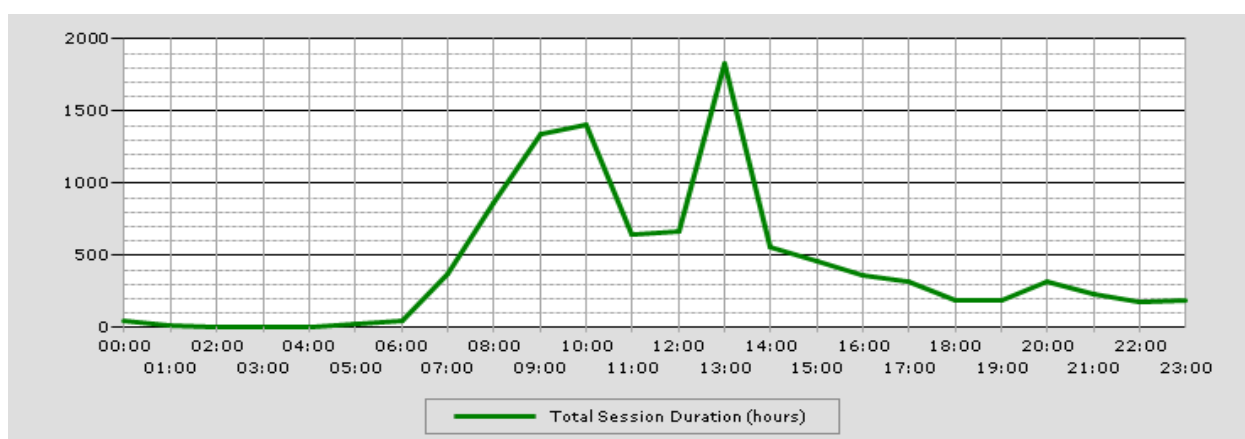
Overall, approximately 12% of staff are now working flexible hours at their request (i.e. as distinct from a requirement of the role), down from 25% last year and also below the 17% of staff who were working flexibly by request in the 2009 report. Reasons for this could be due to a number of factors, including turnover and the fact that some of the flexible working requests were for specific time periods in order to work around outside commitments such as further education study. Further to this, the HR team carried out a data cleanse for the records held regarding flexible working in preparation for the self-service project which may account for the reduction in this figure. A further 29% of staff are working part-time as a requirement of their role or on a job share basis, this is an increase of 6% on last year.

8. LATE AND WEEKEND WORKING

Staff are required to sign out of the HRAC when working beyond 8pm or when they are working at the weekends, unless this is part of their contracted hours, they are working at or attending an event or meeting including attendance at Board Meetings where the TOIL policy would apply. The figures below are for "sign-outs" for the period 1 January 2011 to 31 December 2011. As some people leave without signing out, they should be taken as the minimum level of late working that is taking place. This figure is double, the adjusted figure from last year (adjusted to take account of comparisons within a 12 month period). It represents an increase of approximately 343 incidences of late working in comparison to last year. An upward trend is also shown in weekend working. These figures are measured and reported on when looking at our employee's work life balance and to avoid a long hours culture and stress. However, this is only one measure and with the greater use of remote access and regular working from home it is likely that this only partly measures late and weekend working. We have therefore included for the first time some statistics on remote working. Although these are not shown for the whole year they do start to give information on remote working and in particular the instances of late log ons.

	2000-2100hrs	2100-2200hrs	2200-2300hrs	2300-2400hrs	0000-0100hrs	0100 onwards	weekend and BH	TOTAL
Campaigns	130	61	50	26	8	0	74	349
Marketing	144	69	26	6	7	0	43	295
Corporate Services	11	1	3	0	0	0	3	18
Directorate	0	0	0	0	0	0	0	0
	285	131	79	32	15	0	120	662

The graph below shows remote working log ons during a set period of 3 months at the start of 2011. Although the peaks of usage are between 9am and 2pm, there were 365 instances of log ons after 10pm and before 7am in this 3 month period. 66 of these were after midnight and before 5am.



9. CASEWORK

Between 1st January and 31st December we dealt with 3 disciplinary cases. There were no formal Bullying & Harassment, Absence, Grievance or Performance Management cases. There was 1 dismissal, 11 end of contract dismissals (including 4 end of contract redundancies). There was 1 case involving a volunteer which ended with the volunteer not continuing with us.

10. VOLUNTEERS

We aim to gather demographic data from all AIUK office volunteers. At the time of reporting there were 93 office volunteers, of which 83 had completed the monitoring forms. Volunteer data is harder to keep accurate and up to date due to the transient nature of our volunteers.

10.1 Volunteers by Gender

	December 2010 (no.)	December 2010 (%)	December 2011(no.)	December 2011 (%)
Male	31	28	29	31
Female	79	72	64	69

As last year, the gender split of volunteers is reflective of that of the staff. This also reflects the gender split of volunteers within the third sector which is reported as 67% female and 33% male¹¹

10.2 Volunteers by Ethnicity

	National Average ¹²	Apr-10	Dec-10	Dec-11	Dec-11 (%age)
Asian	6%	9	8	10	10%
Black	3%	5	7	4	4%
Chinese	¹³	1	2	2	2%
Mixed	2%	5	7	5	5%
White	90%	53	63	60	61%
Other ¹⁴	2%	15	2	1	1%
Prefer not to say			9	6	6%
Not stated			12	11	11%

AIUK has a much more diverse breakdown of volunteers than for staff, particularly against the national averages. In addition, the recent Volunteers Count 2012 survey reveals that out of the 50 large and medium sized third sector organisations those with a BME background accounted for an average of 8% of volunteers within the organisations surveyed.

10.3 Volunteers by Disability

4 out of the 93 volunteers consider themselves to have a disability, i.e. 4.3%. This is the same number as when we reported previously but a higher percentage as the number of volunteers has decreased.

10.4 Volunteer Survey 2010

The results from the volunteer survey in 2010 were published in 2011. The full report can be found here, however key highlights with regards to equality and diversity were:

- There were low incidences of bullying and harassment cited by those who responded, none of these were involving staff (compared with 1% in 2007) or activists (2% in 2007), 1.8% cited bullying by another volunteer (5% in 2007) and 3.6% by a member of the public (1% in 2007).
- 92% of volunteers believe that AIUK is an equal opportunities employer (compared to 89% in 2007)
- 95% agree or strongly agree that they are treated with fairness and respect, similar to response in 2007 which was 93%.
- 87.5% believe that AIUK values volunteers for what they offer to AIUK, again similar to responses in the 2007 survey (86%).

¹¹ Volunteers Count 2012, Agenda Consulting

¹² DCLG Citizenship survey 2007-8

¹³ Those from a Chinese ethnic group are included in Other/Not stated group within the external benchmarking group we have.

¹⁴ In April 2010, this category included other/not stated and prefer not to say

- When asked whether volunteers generally are valued at AIUK, 85% responded positively (90% in 2007), with 10.5% neither agreeing nor disagreeing with the statement. 4.5% disagreed or strongly disagreed.

11. AIUK BOARD

There are 13 members of the AIUK Board of which 12 have completed an equal opportunities monitoring form. .

11.1 AIUK Board by Gender

	April 2010	%	Dec 2010	%	Dec 2011	%
Male	5	36%	5	38.4%	5	38.4%
Female	2	14%	7	53.9%	7	53.9%
Unstated	7	50%	1	7.7%	1	7.7%

The Board demonstrates a slightly higher male percentage in relation to the current staff at AIUK.

11.2 AIUK Board by Ethnicity

84.6% of the AIUK Board are from a white background (76.9% last year), 7.7% are from a mixed background and 1 (7.7%) has not yet completed the monitoring form.

11.3 AIUK Board by Age

The Board shows a good cross section of ages with representatives from the under 25 and over 55 categories. This is a far more diverse picture than for staff at AIUK.

11.4 Other

The profile of the Board in relation to disability, sexual orientation, and religion is also monitored, but given the small number of people concerned it is not appropriate to report this specific information; other than to note that disability and sexual orientation other than heterosexual remain under-represented.

12. LEARNING AND DEVELOPMENT

We ran the following courses in house according to our Training Plan for 1st January – 31st December 2011:

- Induction – for new staff and volunteers (from May 2011 this also included bullying and harassment workshops for staff)
- Bullying & Harassment Training for managers and briefings for staff
- Managing Pressure Positively for managers and briefings for staff
- Equality and Diversity Training for managers and briefings for staff
- Health and Safety for Managers
- PDR Skills Training
- Management Development Programme (ILM accredited)

- Performance Management training delivered by Roffey Park
- Media training for staff who have contact with the press

Facilities Management also arranged a number of Health and Safety briefings and courses either internally or externally. These included Defibrillator and Life Support Training, First Aid Training and Fire Warden Training, details of which are included in a separate report to the Board on Health and Safety matters.

There were also a number of courses attended by staff externally due to the needs of their post and department and for their professional development. These ranged from Human Rights courses at LSE to a course on influencing and persuading skills

We have also seen an increase in Further Education requests amongst staff and have assisted in the costs for courses such as Green Computing, MAs in Human Rights and CIMA and CIPD professional qualifications

In 2011, whilst maintaining the scheduling of core training areas such as Bullying and Harassment and Equality and Diversity, we also focused specifically on Performance Management training which has been attended by approximately 60% of managers at AIUK. Additionally we ran a further management development programme in 2011 which is now accredited by the Institute of Leadership and Management (ILM) giving staff who attend a professional level 5 qualification in management.

In 2011 we concentrated on Bullying & Harassment training and 88% of our Managers and 76% of our staff have now attended this training. We have begun to run the B&H staff training as a part of the organisational induction.

Taking into account the learning and development activity that we have recorded, we spent an average of £534 per person (an increase of approximately £130 on the previous year) and averaged 9.8 learning hours per person (average hours do not include time spent in Further Education). This is an increase on last year of approximately 2 hours per person. The increase in cost per person could be attributed to the fact that we had a high number of staff undertaking Further Education during 2011. The UK average for training spend is £513 per employee whereas the median within the third sector is £332¹⁵

¹⁵ People Count Third Sector 2011

SUMMARY OF CONCLUSIONS AND KEY ACTIONS

There are a number of areas to highlight from the above, and for the organisation and HR to take forward as below.

1. DIVERSITY

We continue to work to try to broaden the diversity of staff by attracting a broader range of applicants, enhancing our employer brand, ensuring our processes are as fair as possible, and that we have the information we need. Action in 2011 included:

- Using more diverse media, for example, more local press which serves a wider local community.
- Participating in a Mentoring Scheme with the National Mentoring Consortium run by the University of East London. This enables staff to mentor a BME or disabled university student, gives our staff coaching and mentoring skills and promotes the AIUK brand in this area.
- Participating in the Hackney schools 'Inspire' work experience scheme for pupils to come to AIUK for a 2 week period. This will help us to build links with the community and be seen as a diverse and local employer.
- Running Recruitment & Selection training for Managers beginning in February 2011 at two levels, a 2 day course for new managers and those new to recruitment and a 1 day master class for those who need a refresher or add to existing skills. This will ensure Managers are working in line with our policy, their skills are up to date and are paying particular attention to equality and diversity.
- Offering recruitment coaching for managers who have yet to attend R&S Training and including hints and tips for recruitment in all interview packs which include information on different types of bias to raise self awareness.
- Continuing with promoting and actively encouraging managers to attend Equality and Diversity training and increasing attendance figures.
- Continuing to cleanse data on the HR database which has shown that new starters and staff are more open to disclose a disability and their sexual orientation as the numbers declining to say have decreased.

- Recruiting a Gender Mainstreaming Manager who was appointed in June 2011 who is a diversity specialist and who has worked with AIUK to develop a Gender Action Plan.
- Revised and re-published the Equality and Diversity Policy.
- Running two disability focus groups to help ascertain barriers which may be present at AIUK to inform our strategy on disability.
- Running hearing screening to raise awareness

Regrettably, although we are doing reasonably well in relation to disability, age and sexual orientation there has been little change on the ethnic background of staff. However, we recognise that it will take some time to change and we wish to build awareness of our brand and so we will continue to use these channels in 2012 and widen these areas where appropriate by:

- Continuing to run R&S training, ensuring where possible that those participating in panels have attended recent R&S Training and panels are diverse
- Participating in the Hackney work experience scheme to raise awareness of AIUK's brand in the local community
- Continuing to scrutinise placing and advertising of vacancies
- Evaluating the 2008-2011 Equality and Diversity Plan and putting together a new plan
- Working with the Gender Mainstreaming Manager on the Gender Action Plan and the Equality and Diversity Action Plan
- Supporting the work of the new Equality Scrutiny Committee, a more senior manager led group and the online community of practice
- Continuing to cleanse and keep the HR database up to date
- Carrying out Equality Impact Assessments on HR policies and assessing job descriptions
- Looking at market research on the Amnesty brand as an employer from a diversity perspective

2. SICKNESS ABSENCE REPORTING

Sickness absence continues to be under reported. In 2012 we will be launching a new self service procedure to record sickness, initiated by a line manager. At the

time of launch the HR team will be working with Heads of Team to ensure the new procedures are given the necessary time and attention. We hope this will make it simpler and easier for staff and managers to record their absence and easier for the HR team to manage, report and follow up on this data so we can better support, staff, managers and AIUK.

3. STRESS MANAGEMENT

In 2011 we worked with the Head of Facilities and trade union on a joint objective to reduce the level of absence relating to stress and mental health, including:

- embedding the services of Health Management, our Occupational Health Provider and running a 'Know your Numbers' events where staff were offered blood pressure and cholesterol checks
- a day of activities for National Stress Awareness Day which involved a eat your lunch away from your desk, free head and neck massages, stress clinic, Tea, cake and a talk from the Campaigns Director on stress, know your numbers and literature on stress and mental health issues.

Although the level of absence related to this has fallen, this continues to be an area of concern for AIUK. In 2012 we will:

- continue to report on and follow-up on late and weekend working statistics and work with IT to report on late night and weekend IT logging-on from home.
- Undertake any agreed action arising from the results of the staff survey and stress action plan.
- Work with our employee assistance provider, CiC to see where they can give us further support.

4. EXIT INTERVIEW QUESTIONNAIRES

In November 2010, to improve return rates and to streamline our processes we introduced online exit interviews. This is now working and in place and has resulted in a significant increase of 28% exit interview returns. Staff are prompted to complete a web based exit interview via email and results are collated by an external provider.

Career progression continues to be the main reason for leaving AIUK. This is hard to remedy in a flat organisation. However, we continue to offer the opportunity for secondments, sabbaticals and acting up where appropriate. We have begun work with the International Secretariat to offer posts between AIUK and the IS as secondment opportunities, and will be participating in a pilot with the IS.

5. BOARD PROFILE

We now have accurate data from the majority of Board members and we will keep this up to date for future years. We will work with the Nominations Committee to look at how we can attract more diverse members of AIUK's Board.

6. VOLUNTEERS

We will continue to work with the volunteers to ensure volunteer data is up to date. In 2012 we will be publishing a revised volunteer policy and working to develop a Volunteer Handbook to support this process.