

Department for Work and Pensions

Research Report No 512

Recruitment of Under-Represented Groups into the Senior Civil Service

Hülya Hooker, Nick Jagger and Susanna Baldwin

A report of research carried out by the Institute for Employment Studies on behalf of the Department for Work and Pensions

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Abbreviations and acronyms

ANOVA	Analysis of Variance
BMRB	British Market Research Bureau
CMI	Chartered Management Institute
DWP	Department for Work and Pensions
EMs	Ethnic Minorities
GORs	Government Office Regions
GRO	General Register Office
IES	Institute for Employment Studies
LFS	Labour Force Survey
NORAS	National Online Recruitment Audience Survey
ONS	Office of National Statistics
SARs	Sample of Anonymised Records
SCS	Senior Civil Service
SIC	Standard Industrial Classification
SOC	Standard Occupational Classification

Summary

The Department for Work and Pensions (DWP) commissioned the Institute for Employment Studies (IES) to explore the attitudes and job search behaviours of the senior managers who are from under-represented groups, including women, those with a long-term health condition or disability, and those from ethnic minorities. The main purpose of this project is to provide detailed information on the job search behaviours and perceptions of senior potential candidates from the under-represented groups so that DWP will be able to target these groups more effectively when recruiting for senior posts within the organisation.

The research project undertaken for this purpose comprised three strands:

- A detailed review of the UK senior management population using the 2001 Census data, to provide the actual trends within that population.
- A detailed interrogation of the National Online Recruitment Audience Survey (NORAS) data, to present the activities and search behaviours of online job seekers (2007).
- An attitude survey of managers (2007) using the membership database of the Chartered Management Institute (CMI), to explore the attitudes and perceptions of managers from the under-represented groups, and compare these views with those of white, male and non-disabled managers.

The figures of the census data about the UK senior management population, along with the findings of the NORAS data, provide the contextual background when presenting the results of the attitude survey.

Those surveyed

Higher proportions of male managers completed the attitude survey, conducted by CMI during June and July 2007, as there were 37 per cent of female managers in the sample. The 2001 Census data indicates that around two-thirds of the corporate managers (those including business and public sector professionals, as well as managers working in public administration) are male. Although the proportions vary across the Government Office Regions (GORs), the proportions

representing female corporate managers do not often exceed 35 per cent. The sample of managers in the NORAS data also map onto the overall gender split, with 63 per cent of male and 37 per cent of female managers.

The under-representation of female managers becomes more skewed when the job level is taken into account, as significantly higher proportions of male managers work in more senior roles such as CEOs or directors. In fact, the results of both this survey and the NORAS data showed that while higher proportions of male managers were in director or senior manager positions, higher proportions of female managers worked as middle or junior managers.

In terms of ethnic origins, the census data indicates that the highest proportions of ethnic minority managers are based in London. They make up 18 per cent of all corporate managers working in London, 20 per cent of managers employed in business and public sector professions, and 25 per cent of those employed in public administration. However, across other regions, the proportions of managers from ethnic minorities are very low, varying between two and five per cent. The NORAS data contains a respectable proportion of ethnic minority managers, as ten per cent of all participating managers are from ethnic minorities.

In order to enable meaningful comparisons, it was important that sufficient numbers of managers from ethnic minorities were included in the attitude survey of this project. Therefore, the proportions of ethnic minority managers were significantly over-represented, especially the number of black managers who participated. Although this kind of selective sampling has implications in terms of the validity of the results, and the extent to which one could generalise the findings, it provides sufficient numbers for detailed comparisons across the ethnic minorities within the sample. In all, 46 per cent of participating managers were from ethnic minorities in this study, and black managers constituted the highest proportions with 23 per cent; 18 per cent were Asian and five per cent were from mixed ethnic backgrounds. The four ethnic minority groups were compared and contrasted with white managers when analysing the survey data.

A high proportion of managers (38 per cent) who completed the survey were aged between 40 and 49, which broadly reflects the age profile of the managerial population at large. Although there were fewer than one per cent of female managers within the age group of 60 or over, five per cent of male managers were aged 60 or over. There were slightly higher proportions of female managers aged 30 to 39; however, the gender distribution within the age groups was quite even across the survey.

In terms of disability status of managers in the survey, the results showed that ten per cent of survey managers had a registered disability and 12 per cent said they had a long-term health condition or a disability. Of these managers, only just over one-third (38 per cent) had declared their condition/disability to their employer; female managers were more likely to do so (43 per cent compared with 35 per cent of male managers). According to the 2001 Census data, London has high

proportions of managers with a registered disability. The proportions vary greatly across geographical regions and some regional areas have very few corporate managers with a registered disability.

The employment-related details of the survey managers indicated the following:

- 83 per cent of managers were employed on permanent contracts, ten per cent were on temporary or fixed-term contracts, while around five per cent were self-employed. Asian managers were least likely to be on permanent contracts (73 per cent compared with 88 per cent of white, 81 per cent of black, and 84 per cent of those from mixed backgrounds).
- Nine in ten managers were employed on a full-time basis at the time of the survey and ten per cent were employed either on a part-time (eight per cent) or 'other' basis. Female managers and those from Asian and black ethnic backgrounds were more likely to work part-time.
- Just under half (47 per cent) worked in the private sector, 12 per cent in charity/not-for-profit organisations, and 41 per cent in the public sector, indicating an over-representation of the numbers for the public sector, which will strengthen the validity of the survey findings.
- Managers were spread fairly evenly across organisations of different sizes, with the exception of those organisations with 5,001 to 10,000 employees.
- Over a quarter of survey managers (26 per cent) were based principally in London for their work; the second most common work location was the South East (16 per cent), followed by the West Midlands and the South West (ten per cent in each). These proportions seem to provide a representative sample of the managerial population at large.
- Higher proportions of managers were from the education sector (20 per cent), followed by health and social care (15 per cent). Less well represented industrial sectors were construction, utilities and transport.
- Over 40 per cent of managers cited 'general management' or 'other' as their management function, 17 per cent worked in administration and management services, while 11 per cent worked in business development, corporate affairs, marketing and sales. Less well represented management functions (cited by only three per cent) incorporated facilities management, purchasing and contracting.

Current employment and career prospects

There were significant variations across different groups of managers in their responses to which factors had been more influential when deciding to join their current organisation:

- Career prospects and promotion opportunities, challenge of the job and the reputation of the organisation were more influential for male managers, while flexibility and opportunities for flexible working, location and reasonable travel time to work were more important for female managers.
- While job security was more important for those with dependent children, location of the organisation was more important for managers with long-term illness or disability.
- White managers were more likely to mention that the challenge of the job had influenced them, whereas flexibility and opportunities for flexible working, location, reasonable travel time to work, and the prospect of being part of a culturally mixed workforce were more influential for managers from other ethnic backgrounds.
- The influential factors for managers who had decided to join the civil service were the location of the organisation and flexibility and opportunities for flexible working.

Career progression to date

Just under half of all managers (48 per cent) assessed their career progression to date as excellent or good, almost one-third said it had been quite good or satisfactory, while 16 per cent reported that it was disappointing. There were differences between the following groups of managers:

- White managers and those from mixed ethnic backgrounds were more positive than black and Asian managers about their progression to date, as 23 per cent of black and 21 per cent of Asian managers rated their career progression as disappointing, while only 13 per cent of those from both white and mixed ethnic backgrounds did so.
- Managers working in the private sector and those in charity/not-for-profit organisations were more positive about their career progression to date. Managers in local government and education were least positive, while the ratings of those in the civil service broadly reflected the survey total, with 82 per cent rating progression positively and 16 per cent describing it as disappointing.

Professional development and training

In all, 45 per cent believed their current organisation had furthered their professional development and training impressively or well, three in ten felt their development had been furthered 'satisfactorily', while 19 per cent considered it to have been inadequate or very inadequate. The most negative groups were:

- Managers in the management functions incorporating business development, corporate affairs, marketing and sales; 25 per cent reported that their professional development had been furthered inadequately or very inadequately by their current employer.

- Black and Asian managers; 22 per cent of black and 24 per cent of Asian managers reported that their development and training had been furthered either inadequately or very inadequately.
- Those working in the public sector; 22 per cent said it had been inadequate or very inadequate.
- The civil service managers; 23 per cent reported that it had been inadequate or very inadequate.

Anticipated career progression

In terms of managers' responses to where they saw themselves in three years' time, 40 per cent of all managers and 45 per cent of those who were already working in the civil service said they would achieve promotion within their current organisation. Only eight per cent of the civil service managers in the survey said that they would change career direction entirely, whereas 15 per cent of all managers anticipated this for themselves in three years' time. This is an encouraging finding in terms of retaining existing managers in the civil service. However, the proportion of the civil service managers indicating that they would see themselves in a similar role in another organisation was also higher than the proportion of all managers (18 per cent of the civil service managers, as compared to 12 per cent of all managers).

Barriers to career progression

Over one-third of all managers (37 per cent) perceived flat organisational structure/lack of promotion opportunities as the most common barrier that stopped their progression to date. Almost a quarter mentioned the existence of old boys' networks, 23 per cent said lack of career guidance was to blame, and almost two in ten gave family commitments as their perceived barrier that stopped them progressing in the current organisation. The least common perceived barriers to progression were discrimination on the grounds of sex and of disability (two and one per cent respectively across the survey, but six per cent of those with a disability cited discrimination on the grounds of disability). However, one in ten mentioned racial discrimination, and almost as many cited bullying and harassment and age discrimination as significant barriers that had stopped their career progression to date. There were differences between the following groups of managers:

- Female managers were more likely than male managers to cite flat organisation, family commitments, bullying and harassment, and sexual discrimination as significant barriers that had stopped their progression to date. Male managers, on the other hand, were more likely to report the existence of old boys' networks, age, and racial discrimination as the barriers to blame.
- Those with a disability were more likely than non-disabled managers to mention bullying and harassment, disability discrimination, the existence of old boys' networks, and racial discrimination as barriers that had stopped their progression to date.

- One-third of Asian and 20 per cent of black managers indicated that racial discrimination had been a barrier to their progression, in contrast to just under ten per cent of those from mixed ethnic backgrounds and fewer than one per cent of white managers. Managers from black or mixed backgrounds were more likely than white or Asian managers to say that bullying and harassment had been a barrier.
- Those who were working in the civil service at the time of the survey were more likely to mention lack of career guidance, old boys' networks and family commitments than managers in the other organisational sectors.

Job search behaviours

Current job search activities of senior potential managers

The findings of NORAS data indicated that as many as six in ten (59 per cent) senior managers were actively looking for a new managerial position at the time of their data collection, which was between September and November 2006.

- The results of the survey data were consistent with that of NORAS; 56 per cent of the survey managers reported that they were actively seeking a more senior managerial position.
- Over two-thirds of managers (67 per cent) reported that they regularly browsed relevant job adverts; the same proportion indicated that they were happy with their current position but would consider a job move if 'the right offer' came along.
- Almost three in ten managers were registered with a recruitment consultant and over four in ten said they would look for a new position if personal circumstances changed.
- Only one in three stated that they had no plans to move on at the present time.

There were significant differences between the following groups of managers:

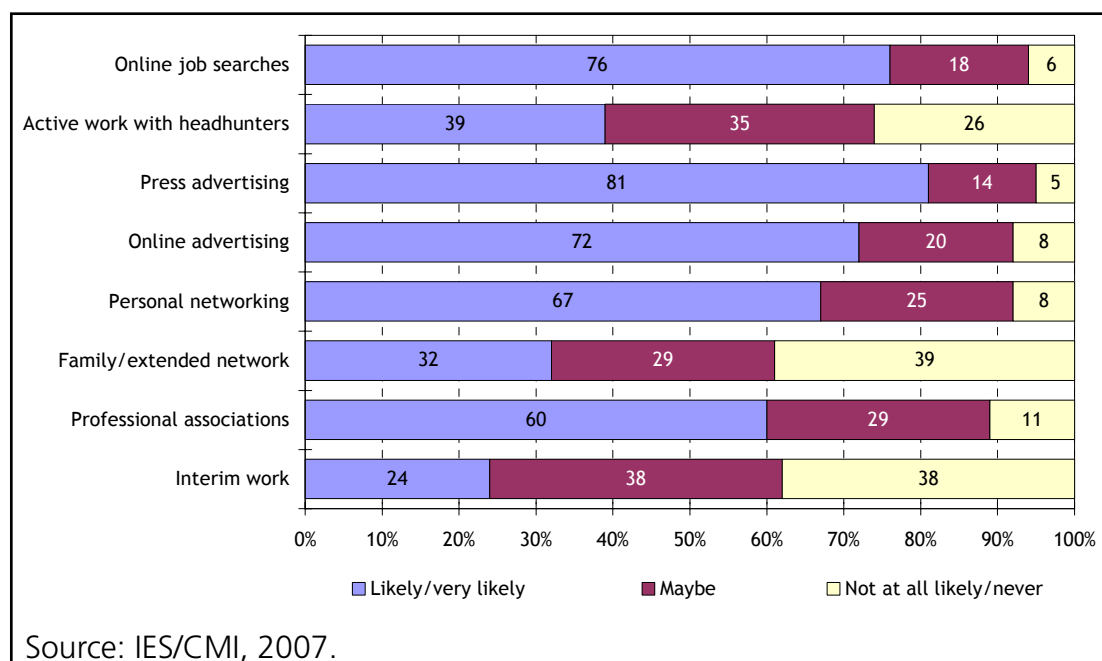
- Male managers were more likely than females to be actively looking for a more senior managerial position. However, female managers were more likely than male managers to report that they would look for a new position if their personal circumstances changed.
- Black and Asian managers were the most likely groups to be actively job seeking for a more senior managerial position and to be registered with recruitment consultants. Managers from black and mixed ethnic backgrounds were the most likely to be browsing relevant job adverts, while white managers were the least likely to be doing so. White managers were the most likely to say they were content with their current employer and had no plans to move on.

- Managers based in Wales and in Northern Ireland were the most likely to be actively looking for a more senior managerial position, while those working in the North West were the least likely to be doing so.
- Those working in the West Midlands and in the East of England were more likely than managers in other locations to say they were browsing relevant job adverts, while managers in the North East were the least likely to be doing so.
- Managers based in London, in Scotland and in the South East were the most likely to say they were registered with recruitment consultants, while those based in Wales and in the North East were less likely to say this.
- Those based in the East as well as in the West Midlands were more likely to agree that they would get tempted if the right offer came along, while managers based in Scotland were the least likely to say this.
- Managers working in the East of England and those in the North East were the most likely to agree that they were content with their current employer and had no plans to move on. Those based in London and in the West Midlands, on the other hand, were less likely to say this.

Sources of information used by managers to apply for senior roles

As given in Figure 1, the most likely used source by the survey managers was press advertising (81 per cent), which was followed by online job searches (76 per cent) and online advertising (72 per cent). While over two-thirds said they would use personal networking, nearly as many mentioned professional associations. Less popular choices included interim work (24 per cent), family or extended network (32 per cent) and active work with head-hunters (39 per cent).

Figure 1 Job search methods used by managers



Job search methods used by those from under-represented groups

The results showed the following significant differences in terms of job search methods used to apply for senior roles:

- While female managers were more likely to say they would look at press and online adverts, male managers were more likely to say they would work with head-hunters if they were looking for a new job.
- Managers with a disability were more likely than non-disabled managers to report that they would use professional associations.
- As can be seen in Table 1, black and Asian managers were more likely than those from white and mixed backgrounds to report that they would use online job searches. Black managers were most likely to say they would look at press and online adverts, as well as using professional associations and interim work. This table also indicates that online job adverts are on a par with press adverts for the potential candidates from ethnic minority groups.

Taken together, the use of online searches and online advertising were among the top three type of job search methods (after press advertising) when looking for jobs. However, only around one in ten reported that they had found their current employment through online job searches or online advertising. The factors explaining the discrepancy between the two sets of findings were the age and length of tenure of the survey managers:

- Managers who have been with their current organisation less than one year were at least five times more likely to use online searches than those who have been with the organisation between six and ten years.
- Managers aged under 30 were at least eight times more likely to use online searches than those aged over 50.

Table 1 Job search methods used, by ethnic groups (average scores)

	White managers	Black managers	Asian managers	Mixed background
Online job searches	4.01	4.29	4.22	3.98
Active work with head-hunters	3.20	3.33	3.23	3.18
Press advertising	4.10	4.30	4.04	4.03
Online advertising	3.85	4.12	3.95	3.90
Personal networking	3.86	3.83	3.84	3.81
Family/extended network	2.90	3.13	3.00	2.86
Professional associations	3.62	3.94	3.72	3.44
Interim work	2.69	3.10	2.96	2.70

Base: 1,437. Non-responses are not included in the calculation of proportions. Mean score (1 = Strongly disagree; 5 = Strongly agree).

Source: IES/CMI, 2007.

Attitudes towards working in the civil service.

When managers were asked to indicate how far they agreed or disagreed that they would consider working in five different organisations given in Table 2, the civil service and local government were found to be at the bottom of the list with the average scores of 3.50 and 3.51.

As also shown in Table 2, the findings indicated that white managers were least likely to consider working in the civil service or in local government, with black and Asian managers being the mostly likely groups to consider working in the civil service.

Table 2 Attitudes towards working in different organisations, by ethnicity (average scores)

	All	White managers	Black managers	Asian managers	Mixed background
Small company	3.64	3.71	3.56	3.46	3.66
Charity/Not-for-profit	3.53	3.51	3.66	3.40	3.55
Large corporate	3.95	3.89	4.06	4.05	3.94
Civil service	3.50	3.34	3.74	3.71	3.66
Local government	3.51	3.32	3.84	3.71	3.50

Base: 1,437. Note: Non-responses are not included in the calculation of averages.

Source: IES/CMI, 2007.

There were significant differences between the following groups of managers:

- Female managers were more likely than male managers to say they would consider working in the civil service, whereas male managers were most likely to say they would consider working in large corporate organisations.
- Those with a disability were also more likely than non-disabled managers to consider working in the civil service or in local government.
- Managers who were already working in the civil service were the most likely sectoral group to say they would consider the civil service.

Differences in the attractiveness of senior roles in the civil service

Across the survey as a whole a high proportion of managers (78 per cent) held the view that the working environment within the civil service was too bureaucratic, and over two-thirds (69 per cent) thought it was overly hierarchical. However, over half of all managers (56 per cent) perceived the civil service as having a cultural environment where diversity issues were taken seriously, and almost as many (51 per cent) thought men and women had the same chance of doing well within the civil service. Only around three in ten (29 per cent) agreed that career progression was uneven for everyone.

On the negative side, over half (51 per cent) of all managers saw the civil service as an impersonal place to work and only nine per cent thought that it had a creative working environment.

There were differences between the following groups of managers:

- Females were more likely than males to perceive the civil service as taking diversity issues seriously, and as offering good career prospects, but they were also more likely to think that the civil service had a highly pressurised environment and that access to progression was unequal among different groups.
- Males were more likely to perceive the civil service as having a working environment where men and women had the same chance of doing well. They were also more likely to agree that the civil service was an impersonal place to work.
- White managers were more likely to think that the civil service was too bureaucratic, overly hierarchical and an impersonal place to work. However, they were also more likely to think that the civil service would take diversity issues seriously and that men and women had the same chance of doing well within the civil service.
- Managers from other ethnic groups were more likely to agree that access to career progression was unequal for different groups in the civil service.
- Non-disabled managers were more likely than those with a disability to perceive the civil service as offering a supportive environment and having an organisational culture where men and women had the same chance of doing well.
- Those with a disability were more likely than non-disabled managers to think that the civil service offered good career prospects, but it was an impersonal place to work, had a highly pressurised environment, and access to career progression was not equal for all within its culture.

What attracts managers in new roles

On the whole, the influential factors cited by managers in new managerial roles were rather similar to those factors that had influenced them to join their current organisation. The following factors seemed to be most influential in attracting senior potential candidates:

- having a challenging job (cited by 56 per cent);
- working for a good employer (cited by 37 per cent);
- better remuneration package (also by 37 per cent);
- ability to make a difference (cited by 34 per cent);
- ability to influence strategic decisions (cited by 23 per cent);
- better work-life balance (also by 23 per cent).

Over one-third of all survey managers (37 per cent) would be willing to relocate for a new job and 27 per cent would only consider relocating if it was paid for as part of the pay package, while 36 per cent said they would not consider relocating.

Over three-quarters of all managers (76 per cent) said they would be happy to consider commuting up to one hour each way in a new job.

Gender-related differences in terms of influential factors

The findings showed the following differences between genders in terms of what attracts managers in new roles:

- Male managers were more likely than female managers to cite better remuneration (39 per cent, as compared to 32 per cent of female managers), ability to influence strategic decisions (25 per cent, as compared to 21 per cent), good progression opportunities (24 per cent, as compared to 20 per cent) and managerial autonomy (17 per cent, as compared to 12 per cent).
- Female managers, on the other hand, were more likely to mention better work-life balance (27 per cent, as compared to 23 per cent of male managers) and reasonable travel time to work (23 per cent, as compared to 15 per cent).
- Male managers were more likely to say they would be willing to relocate for a new job (43 per cent, as opposed to 27 per cent of female managers).
- Male managers were also more likely to consider longer commutes (seven per cent of males said yes to commuting over two hours each way, while this was only four per cent for females).

Ethnicity-related differences in terms of influential factors

The data showed the following differences across ethnic groups:

- Black managers were more likely than other ethnic groups to cite good progression opportunities (33 per cent) and job security (30 per cent), which were both cited by 22 per cent of all managers.
- Asian managers were more likely than other ethnic groups to say working for a good employer (49 per cent), but least likely to say ability to influence strategic decisions (17 per cent).
- Managers from mixed backgrounds were most likely to say challenging work (63 per cent) and high personal profile (cited by nine per cent of those from mixed backgrounds, as compared to five per cent of all managers).
- White managers, along with black managers (cited by 24 per cent of both groups), were more likely than other ethnic groups to mention better work-life balance (cited by 17 per cent of Asian and 19 per cent of those from mixed backgrounds) as an influential factor in a new job.

- Black and Asian managers (both 40 per cent) were more likely to say they would be willing to relocate for a new job. The proportions saying yes to relocation were highest amongst Chinese (50 per cent) and black African managers (49 per cent).
- Black Caribbean (36 per cent) and Indian managers (31 per cent) were most likely to say they would be willing to relocate if it was paid for as part of the pay package.

Disability-related differences in terms of influential factors

The results showed the following differences between non-disabled managers and those with long-term illness or disability:

- Non-disabled managers were more likely to cite challenging work (57 per cent, as compared to 48 per cent of those with a disability), better remuneration (38 per cent, as compared to 30 per cent) and job security (22 per cent, as compared to 16 per cent) as factors attracting them.
- Managers with a disability were more likely than non-disabled managers to say ability to influence strategic decisions (29 per cent, as compared to 23 per cent), ability to use specialist expertise (12 per cent, as compared to nine per cent), and commitment to diversity (nine per cent, as compared to five per cent).
- No significant differences were found between non-disabled managers and those with a disability in terms of their responses to the relocation questions and their preferences for commute times.

Attitudes towards board-level appointment processes

The survey managers reported high levels of agreement for the following statements about senior management/board level appointment processes:

- you have to know the right person (agreed by 65 per cent)
- cultural fit is important (agreed by 64 per cent)
- you need appropriate qualifications (agreed by 63 per cent).

Around half of all survey managers agreed on the statements that:

- educational background is a strong influence (55 per cent)
- candidates are judged on experience and achievements (52 per cent)
- candidates are selected for their potential (51 per cent).

The survey managers reported rather low levels of agreement for the following statements regarding board-level appointment processes:

- candidates from diverse backgrounds are encouraged (38 per cent)
- it is an open and transparent process (24 per cent).

There were significant differences between the following groups of managers in their responses about board-level appointments:

- Female managers agreed more strongly that candidates needed the appropriate qualifications for board-level appointments.
- White managers agreed more strongly than black managers and those from mixed ethnic backgrounds that candidates from diverse backgrounds were encouraged for board-level appointments. Asian managers had more of a neutral position in their response.
- White and Asian managers agreed more strongly than black and mixed background managers that candidates were selected for their potential.
- Asian and black managers were more likely than white managers to think that educational background was a strong influence. Those from mixed backgrounds were least likely to agree with this assertion.
- Non-disabled managers were more likely than those with a disability to agree that candidates were judged on experience and achievements, and that they were selected for their potential.
- Managers working in the civil service were less likely than other industrial groups to think that candidates were selected for their potential.

Current and long-term personal ambitions

In all, almost four in ten managers (39 per cent) said they would like to be a senior manager or partner as their current personal ambition in terms of job role, and nearly one-third cited they would either like to be a general manager or a specialist within the next two years. Lower proportions mentioned becoming an independent consultant (17 per cent) or setting up their own business (16 per cent), while over one in ten said they would like to become a board director or a non-executive director within the next two years. Lower numbers mentioned wanting to become a CEO (seven per cent), downshift (five per cent), or retire (four per cent) as their current personal ambition.

For their long-term personal ambitions in terms of job role, almost three in ten said they would like to set up their own business, the same proportions mentioned becoming an independent consultant or retiring, while over a quarter cited a desire to be a senior manager/partner, a board director, or non-executive director or CEO. Fewer numbers mentioned wanting to be a specialist (14 per cent), a general manager (14 per cent), or downshifting (13 per cent) within the next five to ten years.

The results showed the following differences between the following groups:

- In terms of current ambitions, male managers were more likely to cite that they would like to be a board director (17 per cent, as compared to only five per cent of female managers), non-executive director (12 per cent, as opposed to six per cent), or senior manager or partner (40 per cent, as compared to 35 per cent). The trend was exactly the same for managers' long-term ambitions, only with higher proportions: male managers were more likely to cite that they would want to be a CEO (31 per cent, as compared to 21 per cent of female managers), a board director (30 per cent, as compared to 20 per cent), or a non-executive director (23 per cent, as opposed to 17 per cent).
- Female managers, on the other hand, were more likely to mention that they would like to be a specialist within the next two years (33 per cent, as compared to 30 per cent of male managers). In terms of their long-term ambitions, female managers were more likely to want to be a senior manager or partner (29 per cent, as opposed to 25 per cent). They also seemed more likely than males to mention downshifting for their long-term ambition (15 per cent, as compared to 11 per cent).
- Those with a disability were more likely than non-disabled managers to indicate that they would like to become an independent consultant (21 per cent, as compared to 17 per cent), set up their own business (18 per cent, as compared to 15 per cent), or downshift (nine per cent, as compared to four per cent), within the next two years.
- Conversely, non-disabled managers were more likely to say that they would like to be a senior manager/partner (39 per cent, as compared to 35 per cent of those with a disability), or become a general manager (33 per cent, as compared to 26 per cent),.

With regard to long-term ambitions, non-disabled managers were more likely than those with a disability to indicate that they would want to become a CEO (28 per cent, as compared to 21 per cent), a board director (27 per cent, as compared to 21 per cent), a senior manager (27 per cent, as compared to 20 per cent) or a general manager (14 per cent, as compared to ten per cent). Those with a disability seemed to be more likely to assert that they would retire (35 per cent, as compared to 28 per cent) or downshift (16 per cent, as compared to 12 per cent of non-disabled managers) within the next five to ten years.

- White managers were most likely to indicate that they would like to be a board director within the next two years (15 per cent of white managers, as compared to 12 per cent of Asian, eight per cent of black and only five per cent of those from mixed ethnic backgrounds). On the other hand, black and Asian managers (14 and 11 per cent respectively) were more likely than those from white and mixed backgrounds (eight and nine respectively) to state that they would like to be a non-executive director. Black and Asian managers (20 and 21 per cent respectively) were also more likely than those from white and mixed backgrounds (13 and 15 per cent respectively) to say that they would want to become an independent consultant.

- Managers from ethnic minority backgrounds were more likely than white managers to indicate that they would like to be a senior manager/partner (39 to 49 per cent of ethnic minority managers, as compared to 33 per cent of white managers). They were also more likely to want to be a specialist (36 to 42 per cent of ethnic minority managers, as compared to 22 per cent of white managers), or to set up their own business (18 to 24 per cent of ethnic minority groups, as compared to only nine per cent of white managers).
- For their long-term personal ambitions, higher proportions of black and Asian managers indicated that they would like to become a CEO (44 per cent of black and 41 per cent of Asian managers, as compared to 16 per cent of white and 23 per cent of those from mixed backgrounds), a board director (37 per cent of black and 34 per cent of Asian managers, as compared to 19 per cent of white and 25 per cent of those from mixed backgrounds), or a non-executive director (27 per cent of black and 26 per cent of Asian managers, as compared to 16 per cent of white and 20 per cent of those from mixed backgrounds).
- For their long-term ambitions, all ethnic minority groups in the survey were more likely than white managers to want to be a general manager (18 to 19 per cent of ethnic minority managers, as compared to nine per cent of white managers), a specialist (16 to 27 per cent of ethnic minority managers, as compared to nine per cent of white managers), an independent consultant (31 to 42 per cent of ethnic minority managers, as compared to 22 per cent of white managers) or to set up their own business (32 to 40 per cent of ethnic minority managers, as compared to 22 per cent of white managers).
- Overall, ethnic minority managers seemed to have higher long-term aspirations in terms of their job roles than those of white managers. This may, of course, be explained by the results that managers from ethnic minorities constitute a lower proportion of senior job roles in this survey.

Conclusions

The profile of the achieved sample of the attitude survey that was carried out as part of this research project showed that it broadly represented the actual profile of the managerial population within the 2001 Census data for corporate managers in public administration. The data indicate that ethnic minority managers and women are clearly under-represented in more senior managerial roles, although the results do not seem to be conclusive on the profile of those with a long-term health condition or disability. Part of the difficulty with disability status is that data sources use different definitions of 'disability', although most ask about whether or not individuals have a registered disability. This attitude survey relied on managers' own definitions as to whether or not they had a long-term health condition or disability that affected their day-to-day living. After methodological inconsistencies are taken into consideration, the survey data provided a representative sample of managers with a disability, which was used with confidence to draw conclusions from.

In order to put the results of the attitude survey into a contextual background, the 2001 Census data was used to construct statistical models to examine what factors influenced someone becoming a corporate manager or a corporate manager within public administration. Overall, the findings of the first model displayed that being male, a graduate, white, a commuter, without children, without caring responsibilities and aged 45 and above makes one significantly more likely to be a corporate manager, and in that order. The second model with the relevant data for becoming a corporate manager within public administration showed similar findings to the first model, in that being female, non-white, not commuting, with dependent children and care responsibilities makes one significantly less likely to be a corporate manager within public administration, and in that order.

Taken altogether, the findings of the census data indicate that there seems to be a historical bias towards women and those from ethnic minorities which puts them in a disadvantaged position within the managerial population of public administration organisations in general. The detailed analyses of the survey data provided some additional information on various aspects of perceived employment and career prospects of managers across the survey, and also between different groups of managers within the data. The results of the sub-group analyses indicated significant variations between groups of managers in terms of attitudes, job search behaviours and personal ambitions. These findings will offer some practical explanations for the existing trends within the recruitment field when targeting certain managerial groups. For example, the findings confirm that using online advertising as a recruitment strategy to attract senior potential candidates from minority ethnic groups would be as effective as it would with white candidates.

Furthermore, the results of the survey showed that potential managers from under-represented groups (women, those with a disability, and those from ethnic minorities) were more likely to consider working in the civil service. This finding indicates that the availability of potential candidates may not be the main issue when dealing with recruitment from under-represented groups. It may be more about how to change the perceptions about certain aspects of the working culture within the civil service. The findings displayed higher proportions of managers from under-represented groups perceiving the civil service as having an organisational culture where access to progression was unequal for different groups.

1 Introduction and methodology

In May 2007, the Department for Work and Pensions (DWP) commissioned the Institute for Employment Studies (IES) to explore the attitudes and job search behaviours of the senior managers who are from under-represented groups, such as women, those with a disability, and those from ethnic minorities. Essentially, DWP would like to be able to target such under-represented groups more effectively with information about senior posts available within the organisation.

This report presents the findings of three different strands of methodology undertaken for the purpose of the research project. These strands were:

- a detailed review of the UK senior management population using the census data;
- a detailed interrogation of the National Online Recruitment Audience Survey (NORAS) data;
- an attitude survey of managers using the membership database of the Chartered Management Institute (CMI).

Overall, the report aims to answer the question of if, and how, senior potential candidates from an ethnic minority, or who are female, or with a disability differ from white/male or able-bodied senior managers.

1.1 Research issues

One of the key issues with research of this nature is the access to the population we are interested in. In this case, the population is all those possible candidates for senior positions in the civil service who are not currently in post, although it would be of interest to find out as much as possible about the attitudes and perceptions of those already in the senior civil service about the culture of the organisation. Accessing this population was one of the key challenges of this project. For the attitudinal aspect of this research, IES partnered with the Chartered Management Institute (CMI) which enabled access to their membership database of managers. To

ensure sufficient numbers of ethnic minorities, those who described their ethnicity as other than 'white' were over-sampled. Therefore, the unrepresentative nature of the sampling used here needs to be treated with caution, as this may cause limitations in terms of making generalisations about the population as a whole.

1.2 Assumptions

The research topic suggests a view that senior managers from under-represented groups are not currently being attracted to the civil service in the numbers that are expected, and that there seems to be a problem or failure somewhere along the recruitment channel. This problem may be one of inclination, awareness, attractiveness, assets or processes. It is, however, important to understand the population DWP is seeking to attract if we are to establish whether there are differential success rates and to guide where additional resources might be spent. It could be the case that there is no failure, and indeed no difference, in application rates, but the issue is a much smaller senior management population who are from an ethnic minority or female or disabled and/or concentrated in locations remote from DWP labour markets.

1.3 Existing evidence

The existing evidence on the career aspirations and job search behaviour of ethnic minorities point to limited research activities in this area. However, the findings of the existing evidence suggests that the problem is not unique to the civil service. The book by Thomas and Gabarro (1999) suggested that *'representation of black or Asian directors on boards of public companies was virtually non-existent in the UK'*. In May 2006, Personnel Today also commented on the difficulties of progression for ethnic minorities in local government. The article reported that almost half of England's 411 local authorities do not have a single person from ethnic minority communities among their top earners. There was also evidence that numbers were declining slightly.

There is also some evidence that the aspirations of those from ethnic minority communities are high and job application rates are also high (Centre for Human Ecology, 2005; Hirsh et al., 2000).

The literature would suggest that the achievement of senior positions is difficult for individuals from ethnic minority groups, across all sectors, and that a lack of ambition is unlikely to be the reason.

1.4 Methodology

Taken the research issues into consideration, it was best to use multiple methods for this project, which included:

- a detailed review of the UK senior management population using the census data;
- a detailed interrogation of the NORAS data;
- an attitude survey of managers using the membership database of CMI.

Although this report will focus more on the findings from the attitude survey, it will also draw comparisons, where appropriate and relevant, with the results from the census and the NORAS data analysis.

1.4.1 Census data and the recruitment of under-represented groups

A detailed review of the census analysis was considered to be the most appropriate method for the scoping phase as this would portray the actual picture of the UK senior management population. The review covers the available evidence from the 2001 Census. The specified level of geographic analysis was to Government Office Regions within England, with the addition of Scotland and Wales.

The 2001 Census covered a wide range of questions which can inform labour market and recruitment policies, including:

- age;
- gender;
- whether or not individuals are providing care to others;
- educational qualifications;
- ethnicity;
- disability, or limiting long-term illness;
- ethnicity;
- distance travelled to work.

As recruitment into the Senior Civil Service (SCS) posts also requires some sort of occupational and sectoral background, as well as experience of larger organisations, further additional ranges of census variables also need to be examined. These are:

- occupation, as defined by the Standard Occupational Classification (SOC) referring to 'corporate managers' who are of equivalent level to the SCS and 'business and public sector professionals' who represent those who potentially could be promoted into SCS-type posts;
- sector of employment, as defined by the Standard Industrial Classification (SIC) referring to the public administration, defence and compulsory social security sector;
- size of employer.

Sources of census data

There are two main sources of data based on the 2001 Census which are:

- standard tables
- sample of anonymised records (SARs).

Standard tables

The 2001 Census Standard Tables have the advantage of containing data based on an almost complete response. The limitations are that the data analysis can only reflect predetermined concerns and breakdowns. A further problem is that the standard tables produced by the Scottish General Register Office (GRO) are incompatible with those produced for England and Wales by the Office of National Statistics (ONS). This means that the data from the standard tables does not include Scotland. However, it should be noted that the Census Standard Tables are available down to very detailed geographies; for instance, most of them are also available at the level of ward. This is a potentially important consideration when looking at the recruitment of ethnic minorities. This is because, as is shown later, many ethnic minorities have relatively constrained travel to work areas.

1.4.2 Sample of anonymised records

The other source of 2001 Census data is the Sample of Anonymised Records, which allows more detailed analysis and custom cross-tabulations. However, part of the process of anonymisation includes aggregating some of the classifications, which means that less detailed information is available. In particular, because the Scottish census form and the England and Wales census form used different classifications of ethnicity, combined with the process of anonymisation, this means that it is only possible to distinguish black and ethnic minorities from whites.

The detailed census data, both the census standard tables and the Sample of Anonymised Records, are presented in the first appendix chapter (Appendix 1) of this report.

1.4.3 The NORAS data and the recruitment of under represented groups

NORAS is an online survey of the audiences of online recruitment sites which has been running since 2002. NORAS 2007 (published in January 2007) is the largest wave of the research to date, featuring data from 37,617 questionnaires. The data collection for NORAS 2007 took place between September and November 2006. Although the raw number of respondents in the survey is 37,617, the figures reported are actually based on 'weighted respondents' of 49,927. The NORAS data has been weighted to British Market Research Bureau's (BMRB) Internet Monitor survey (August 2006) to ensure that the overall sample was representative of the UK online job seekers. The Internet Monitor survey has been measuring the online attitudes and behaviour of adults in Britain for ten years. BMRB interview a representative sample of 1,000 GB Internet users (aged 15 and over) each quarter.

The number of Internet users in November 2006 was 29 million (those who have used the Internet from any location in the last month) and there were 12 million online job seekers (defined as having used the Internet to look for jobs in the past six months).

NORAS collects demographic data from respondents (residency, region, age, gender, disability, ethnicity, qualification levels, Internet usage) as well as a range of data on employment. The data on employment covers working status, current salary, industry sector, and current role. In terms of data on job seeking, NORAS asks questions about current situation, types of jobs respondents are looking for, number of sites used, newspapers read, areas they are seeking employment in, experience of using sites and jobs applied for, and whether respondents gained an interview or job out of these applications.

For the purpose of this research, the NORAS data was filtered out to include only those who said they had managerial roles in their current posts and that their income was above the salary band of £30,000 to £39,999. However, as the salary bands used in the NORAS were rather broad, this meant that it was not entirely possible to filter out some junior roles. However, these junior roles made up only a small proportion of the respondents in the data.

The interrogation of the NORAS data provides detailed information about the job search behaviour of those who are in managerial positions, as well as giving useful comparisons between sub-groups, ie under-represented groups within the managerial posts.

The detailed tables of the NORAS data are presented in the second appendix chapter (Appendix 2) of this report. Where appropriate and relevant, the figures from the NORAS data will be compared with those obtained from the attitude survey completed by managers registered with CMI.

1.4.4 The survey of managers

In order to explore the career aspirations, attitudes and job-search behaviours of all the potential candidates for managerial posts within the civil service, IES partnered with CMI to use their membership database.

Sampling and response rates

As part of sampling, CMI provided a selective sampling frame which covered 5,000 managers from ethnic minority backgrounds alongside a comparator group of 5,000 white senior managers. It was important that the numbers of ethnic minorities were boosted by over-representing these groups. This was to ensure that a reasonable sample size of ethnic minorities was obtained for meaningful sub-group analysis. For this purpose, CMI also mailed out to 1,350 managers of the Network for Black Professionals as part of the 5,000 ethnic minority sample. It was agreed that equal numbers of postal and online questionnaires were sent out to respondents. However, during the period the survey was in the field, there was a postal strike. Therefore, CMI also sent a reminder email to all those who would

have received the survey by post to give them the opportunity to reply online instead. This might have affected the postal/online response rate split as there were higher numbers of online returns (922) than the postal returns (515).

The survey was out in the field for four weeks from mid-June and all respondents received two reminders about the survey. Five book tokens, each worth £50, were also offered in a prize draw in the covering letter to those who responded as an incentive to complete and return the questionnaires.

Of the 10,000 questionnaires that were mailed out, a total of 1,437 returns were received. This gives a 14.4 per cent response rate, which is a respectable rate for a membership survey of this kind.

The questionnaire

The self-completion questionnaire, entitled 'Management Career Paths Survey 2007' was eight pages in length, and it was accompanied by a personalised covering letter explaining the aims of the project from CMI when sent out to managers. The postal option had a reply-paid envelope for convenience.

The questionnaire was designed by the IES team in consultation with CMI and DWP and it included attitudinal questions about the following:

- Factors influencing respondents' decision to join current organisation.
- How they described their career progression to date.
- How their organisation has furthered their professional development.
- Where they see themselves in three years time.
- What have been the significant barriers to their career progression.
- How far they would agree to work for various types of organisations, such as small company, charity, large corporate, civil service, local government.
- How they would feel about certain aspects of the cultural environment within each of these types of organisations.
- Their current (within next two years) and long-term (within the next five to ten years) personal management ambitions in terms of job role.
- How they feel about the processes for senior management appointments.

Questions about the following were also asked to find out about respondents' job search behaviours:

- Where they were on a scale of 'active' to 'passive' job seeking.
- How likely they were to use various methods, such as online searches, head-hunters, press advertising, personal networking, etc. when looking for a new job.
- How they had found their current job.

- If looking for a new job, which three factors would attract them the most.
- If they would be willing to relocate for a new job.
- What commute time they would be willing to consider.

In terms of biographical details, the questionnaire covered age, gender, ethnicity, whether respondents provided care for a dependent adult or had dependent children, whether they had a long-term health condition or disability, and if they had declared their disability to their employer.

Finally, questions about the following were included for job/employment details:

- current employment status;
- working on a full- or part-time basis;
- job level;
- level of income;
- length of service with current employer;
- size of employer;
- type of organisation they are working for;
- annual turnover of their organisation;
- principal place of work (region);
- sector worked in;
- management function.

1.5 Presentation of the findings

For the most part, the results presented in the report will be based on simple bivariate cross-tabulations of survey variables. Key relationships between the relevant variables are presented in the charts or tables in the report. The base for each chart/table is given underneath the relevant chart/table, and non-responses are not included in the base. Similarly, the percentages reported in the tables exclude non-responses and therefore they are valid percentages. Respondents are referred to as 'managers' throughout the report.

Statistical significance

Relationships are only reported in the text of the report if they are statistically significant.¹ It needs to be pointed out here that multiple response questions are the exception to this protocol. Due to overlap of responses, it is not appropriate

¹ Except in a few cases where the relationship is thought to be relevant/interesting to the topic being discussed. Where this is the case, it will be made clear that the relationship is not significant.

to use significance testing on multiple responses. Therefore, the figures given in multiple response questions are not based on significance testing. These are percentage distribution of managers' responses within each relevant response category.

Pearson's Chi-square has been used to test significance on cross-tabulations, and significance is measured at a cut-off of 95 per cent significance in a two-sided test. However, if the minimum expected frequency is less than one, or the number of cells with an expected frequency of less than five applies to more than 20 per cent of the cells, the sample size is too small for the test to be reliable, and the result is not reported as significant, regardless of the Chi-square statistic. Some groups within the sample are very small, particularly those from the categories of ethnic minorities. It has, therefore, not always been possible to conduct detailed analysis on all sub-groups of ethnic minorities.

ANOVA (Analysis of Variance) has been used to examine significance on mean (average) scores. ANOVA is a statistical test which compares more than two groups' means and gives a result indicating whether these means are significantly different. Again, significance is measured at a cut-off of 95 per cent.

1.6 Structure of the report

The findings from the attitude survey are presented in the following chapters of this report. Where appropriate and relevant, these findings are compared to the figures from the census and the NORAS data to provide context to the results of the survey and also to validate these results.

Chapter 2 presents the findings from the section on managers' profile, putting these in context with the profiles from the other data sources of the project.

Chapter 3 discusses the findings on managers' current employment by looking at what factors had influenced their decision to join their current organisation, how they would describe their own career progression, and what role their organisation had played in furthering their professional development. This chapter also examines managers' experiences regarding the barriers to their career progression, and looks at whether managers identify themselves with job title, function or the organisation they work for when they are asked about their work.

Chapter 4 discusses the findings from the job search behaviours section of the survey, examining the differences between the sub-groups of this survey. This chapter also compares the job search methods used by different groups of managers, and looks at findings on how managers had found their current job and how responses varied by sub-groups.

Chapter 5 presents findings on what factors attract managers the most in a new job, if they would be willing to relocate for a new job, and what commute time they would consider as reasonable. Also discussed in this chapter are managers' attitudes towards different types of organisations, ie organisational cultures/

environment, and managers' perceptions about senior level appointment processes in general.

Chapter 6 discusses the results of the data analysis regarding managers' current and long-term personal ambitions, and analyses the variations between different groups of managers.

Chapter 7 draws together some conclusions from the survey as well as from all three strands of the project as a whole.

Finally, the report contains:

- Appendix 1, which presents the detailed data tables of the census data
- Appendix 2, which presents the detailed data tables of the NORAS data.

2 Managers' profile

2.1 Biographical details

2.1.1 Gender

Sixty-three per cent of managers who completed the *Management Career Paths Survey 2007* were male and 37 per cent were female.

The figures from the National Online Recruitment Audience Survey (NORAS) data mirror the gender split found in this survey, with 63 per cent male and 37 per cent female managers.

2.1.2 Age

A high proportion of managers who completed the survey (38 per cent) were aged 40 to 49, just under a quarter (22 per cent) were aged 50 or over, while 11 per cent were aged 30 or under. In all, two-thirds (66 per cent) of all managers were aged between 30 and 49.

Table 2.1 gives the proportion of men and women within the age categories used for the survey. As can be seen, there were more women in the '30 to 39' age group, while there were more men in the older age categories.

Table 2.1 Age, by gender (per cent)

	All managers	Men	Women
Under 30	11	11	12
30-39	28	26	31
40-49	38	38	39
50-59	19	20	17
60-65	3	4	1
Over 65	0	1	0
Base	1,413	878	524

Source: IES/CMI, 2007.

The numbers in the '60 to 65' and 'over 65' age categories were too small for meaningful comparisons. Therefore, the age variable was re-coded to combine the older age categories under the 'over 50' age band.

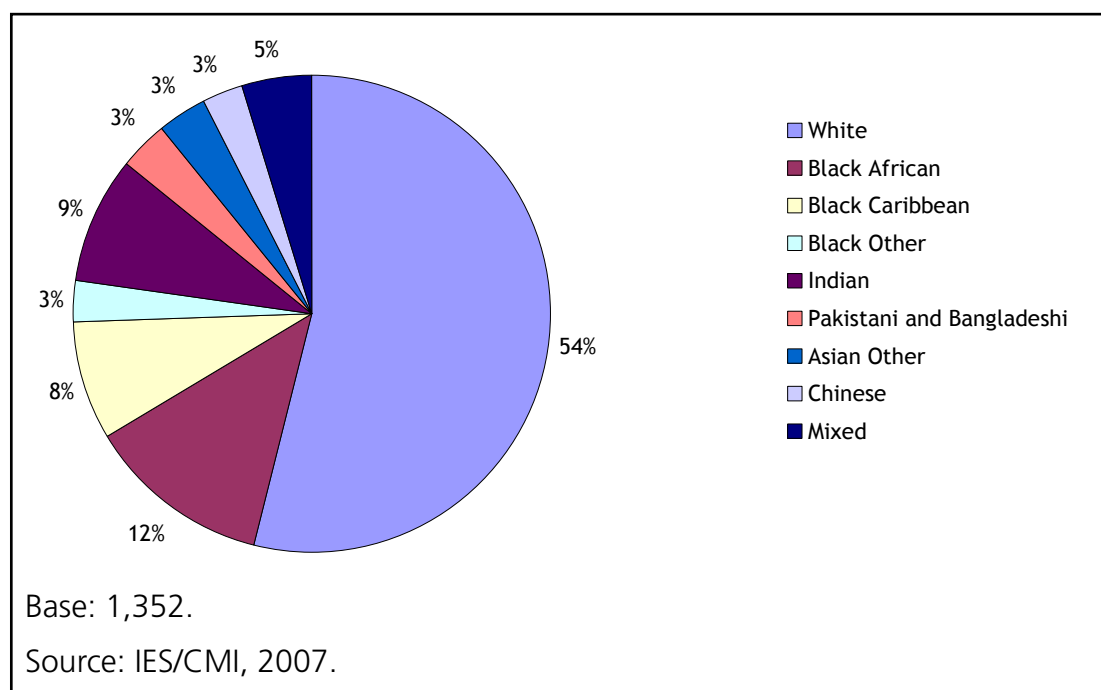
The age categories used in the NORAS data were different from those used in this survey. However, the NORAS figures showed that more than one-third (37 per cent) of all managers were aged 35 to 44. They also showed that there were notably higher numbers of men in the 'over 55' age band (ten per cent as compared to four per cent of women). In line with these findings, the census data also suggests that the majority of corporate managers were in the age group of 35 to 49. The census data also indicates that potential candidates for senior managerial roles come from these age bands.

Comparing the age and gender profiles of the data sources used for this project, it is reassuring that the sample used for this survey broadly represents the managerial population at large.

2.1.3 Ethnic origin

Figure 2.1 presents the proportions of managers in each ethnic group. As can be seen, just over half of all managers (54 per cent) were of white origin, while just under a quarter (23 per cent) were of black origin. Approximately 15 per cent were from an Asian background, three per cent were Chinese and five per cent of mixed ethnic origin. As explained earlier in the methodology section, some of these categories were too small to enable meaningful comparisons and therefore the original categories of ethnicity were recoded into a narrower version with four categories including white, black, Asian and mixed background.

Figure 2.1 Ethnic origin



The NORAS data treats the Chinese as a separate group, although only one per cent of all managers in the data were of Chinese origin. For the purpose of this project, Chinese were, in general, included in the Asian category for the sub-group comparisons. However, where the numbers permitted, they were treated as a separate ethnic category.

Also mentioned earlier in the methodology, this survey used selective sampling to over-represent the ethnic minorities. Therefore, it is not possible to draw meaningful comparisons between surveys on the actual proportions of ethnic groups.

Table 2.2 Ethnicity, by gender (per cent)

	All managers	Men	Women
White	54	55	52
Black	23	22	25
Asian	18	20	16
Mixed	5	3	7
Base	1,368	859	509

Source: IES/CMI, 2007.

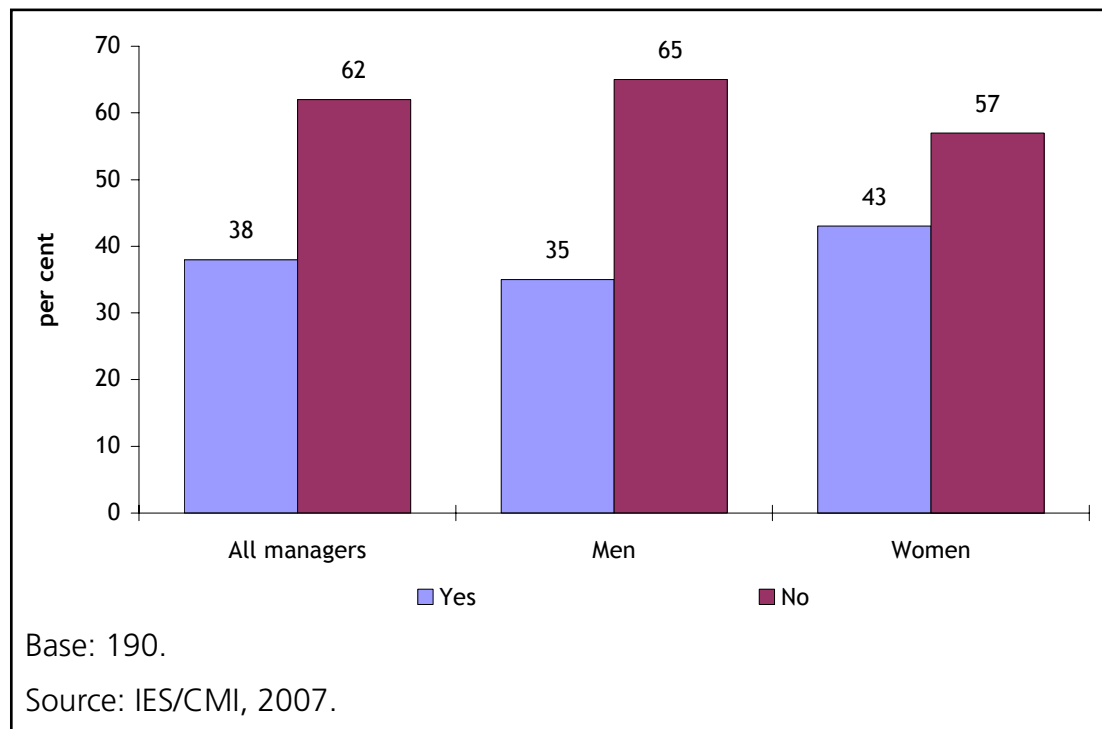
However, looking at the percentages shown in Table 2.2, there were some similarities in the gender distribution within the ethnic categories of this survey and the NORAS sample. In both surveys, there were slightly higher numbers of males among white and Asian managers, while there were higher numbers of females among those who described themselves as 'mixed background'. The NORAS data presents an even gender split for black managers, while this survey showed a slightly uneven picture for this group, with 25 per cent of female as compared to 22 per cent of male managers.

2.1.4 Having a long-term health condition or disability

Ten per cent of all managers in this survey said 'yes' to having a registered disability. When asked if they had a long-term health condition or disability which affected their day-to-day living, 12 per cent answered 'yes' to this question. Of these managers, only just over one-third (38 per cent) had declared their condition/disability to their employer.

Figure 2.2 presents the differences between genders in terms of declaring disability to their employer.

Although the numbers in Figure 2.2 show that women were more likely to declare their disability to their employer, this finding was not statistically significant, most probably because of the small numbers in the response categories. The sub-group analysis on ethnicity also showed some variation between ethnic groups, with Asian managers being more likely to declare their disability (52 per cent as compared to 34–36 per cent of other ethnic groups). Again, this finding was not statistically significant either. There were no other differences between sub-groups in terms of their responses to the question on disabilities.

Figure 2.2 Declaring disability to employer, by gender

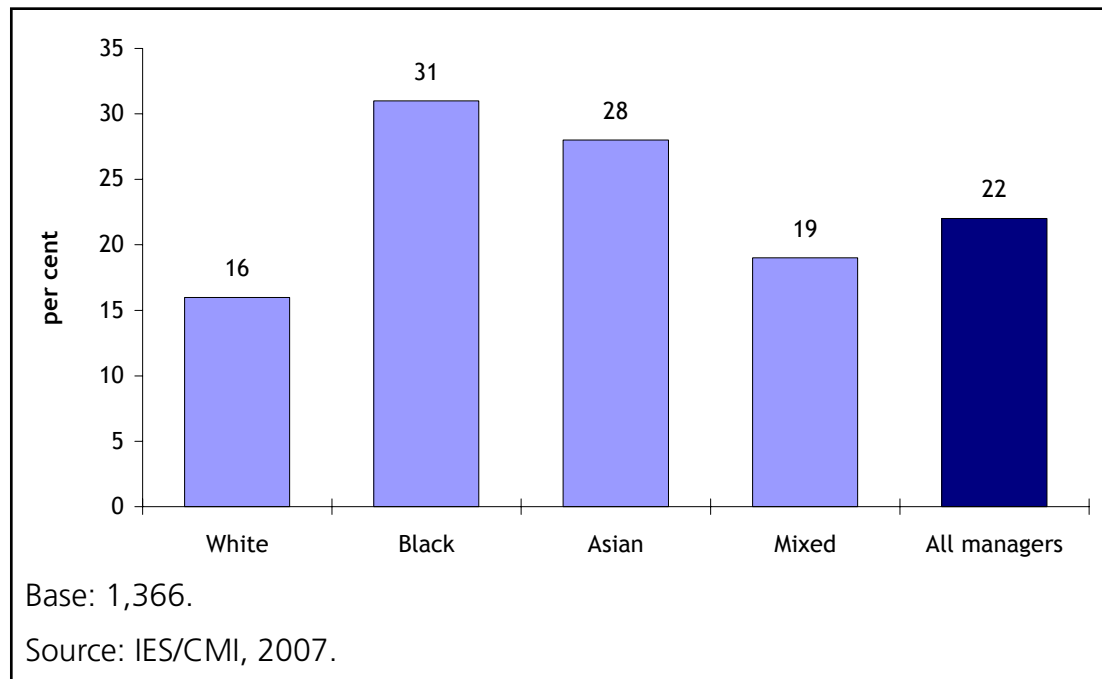
The NORAS data has the question on disability as whether or not managers are registered as disabled. According to the results, just over one per cent of all managers in their sample were registered as disabled and almost two per cent said 'they would rather not say', confirming that managers do not feel at ease about declaring their disability. Their findings also showed that most of their 'registered disabled' managers were male (73 per cent). As compared to just over one per cent of all managers reporting themselves as disabled, notably higher proportions described their ethnic origin as 'black' (five per cent) or 'Chinese' (eight per cent), while one per cent were White. However, the numbers are far too small to draw any strong conclusions.

2.1.5 Caring responsibilities

Providing care for a dependent adult

Twenty-two per cent of managers in this survey said yes to providing care for a dependent adult. Figure 2.3 shows the differences between ethnic groups in terms of managers' caring responsibilities for an adult.

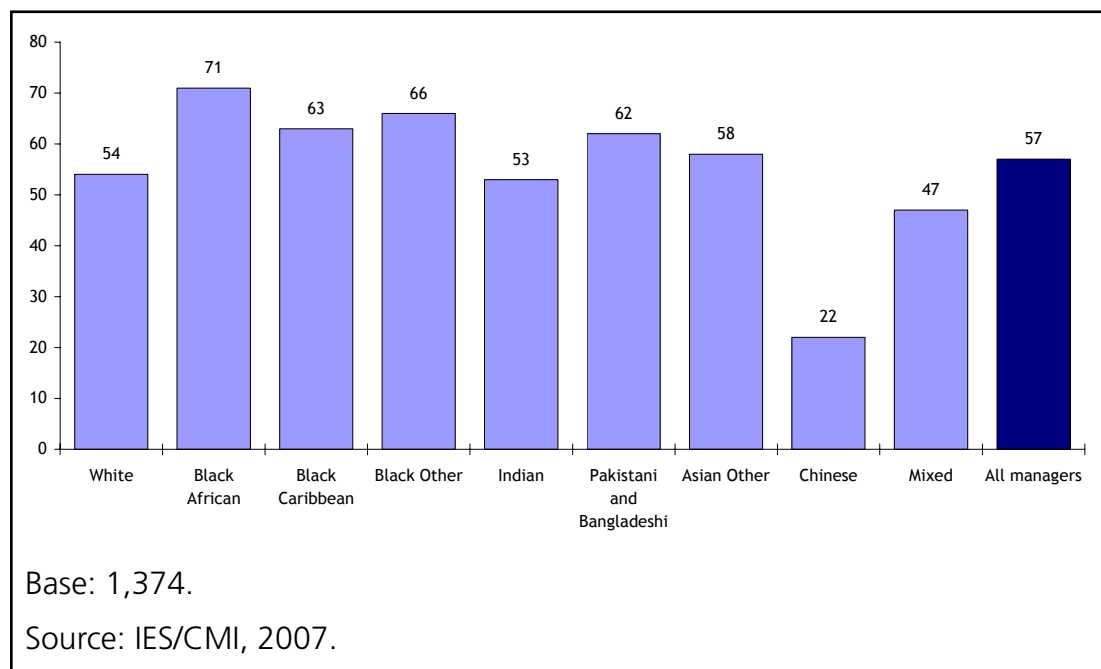
As can be seen in Figure 2.3, managers who described their ethnic origin as black or Asian were significantly more likely to report providing care for a dependent adult (31 per cent and 28 per cent, respectively) while white or mixed background managers were less likely to do so (16 per cent and 19 per cent, respectively). Although managers aged 60 to 65 (32 per cent) and those aged 40 to 49 (25 per cent) seemed more likely to have a caring responsibility for an adult, this finding was not statistically significant. Furthermore, there were no significant differences between men and women in terms of their caring responsibilities for an adult.

Figure 2.3 Caring for a dependent adult, by ethnicity*Having dependent children*

Fifty-seven per cent of all managers reported having children who were still dependent on them. Managers aged 30 to 39 (60 per cent) and those aged 40 to 49 (71 per cent) were significantly more likely to have children who were still dependent on them. Male managers were also significantly more likely to have reported having dependent children (61 per cent as compared to 49 per cent of female managers). However, this could be explained by the high proportion of male managers in the sample who were also in the age category of 40 to 49.

As given in Figure 2.4, there were also significant variations between ethnic groups of this survey in their response to having dependent children.

Black managers in general, and black Africans in particular, were most likely to have dependent children (71 per cent). Pakistani and Bangladeshi managers were also more likely to have dependent children (62 per cent). Chinese managers, on the other hand, were the least likely group to report having dependent children (22 per cent). While 54 per cent of white managers reported having dependent children, this was 47 per cent for managers from mixed background, which were both slightly less than the survey average of 57 per cent.

Figure 2.4 Having dependent children (per cent)

2.2 Employment details

2.2.1 Job details

Status of contract

When asked what their current employment status was, 83 per cent of managers indicated that they were employed on permanent contracts at the time of the survey. Ten per cent were on temporary or fixed-term contracts, while approximately five per cent were self-employed. Around one per cent gave their employment status as 'interim manager', with a further one per cent stating that they were unemployed or in a transitional period.

Asian managers were significantly less likely than white managers to be on permanent contracts (73 per cent as compared to 88 per cent of white managers); 81 per cent of black managers and 84 per cent of managers from mixed background were on permanent contracts. There were also significant differences based on the age category of managers, as those aged 40 to 49 were more likely than those under the age of 30 to be on permanent contracts (87 per cent, as compared to 63 per cent).

Working hours

A large majority of managers (90 per cent) were employed on a full-time basis, while the remaining ten per cent stated that they were employed on a part-time (eight per cent) or 'other' basis. These figures seem to indicate an under-representation of part-time employees in the UK working population. According to the Labour Force Survey (LFS, Spring Quarter, 2007), part-time workers make

up around 23 per cent of the working population. However, male workers and those in managerial positions are always reported to be less likely to work on a part-time basis. Therefore, the proportion of part-time managers reported here is consistent with the composition of this survey.

A significantly higher proportion of female managers in this survey reported working part-time (13 per cent as compared to eight per cent of male managers). Furthermore, those who described themselves as Asian (13 per cent) or black (12 per cent) were more likely than their white colleagues (eight per cent) to report working part-time. Although a higher proportion of disabled managers (13 per cent) were more likely to report working on a part-time basis, this finding was not statistically significant.

Only five per cent of managers on permanent contracts reported working on a part-time basis, while 26 per cent of those on temporary/fixed-term contracts, and 41 per cent of self-employed managers, said they were part-timers. However, one needs to bear in mind that the number of self-employed managers in this survey is rather small to draw strong conclusions.

Job level and salary

Ninety-three per cent of respondents provided information about their job level and salary. Table 2.3 displays the proportions of directors, senior managers, middle managers and junior managers earnings within each of four salary bands.

Table 2.3 Job level and salary (per cent)

	Director	Senior manager	Middle manager	Junior manager	Total
All survey managers	13	21	35	31	100
Managers earning less than £38,000	24	23	61	93	59
Managers earning £38,000 to £50,000	20	32	29	6	21
Managers earning £50,001 to £75,000	24	30	9	1	13
Managers earning over £75,000	32	15	1	0	7

Base: 1,352

Source: IES/CMI, 2007.

In all, just over one in ten (13 per cent) managers described their job level as 'director', 21 per cent said they were senior managers, and over one-third (35 per cent) middle managers. Almost as many as one-third of managers (31 per cent) in the survey worked as junior managers.

The proportions in Table 2.4 indicate that over half of the directors in this survey were earning over £50,000, with just under one-third earning over £75,000. In contrast, nearly two-thirds of middle managers (61 per cent) were earning less

than £38,000, with only ten per cent earning over £50,000. The majority of junior managers (93 per cent) were earning under £38,000.

There were significant differences between genders in terms of the job levels reported. Male managers were more likely than female managers to work as directors (15 per cent of males as compared to nine per cent of females) as well as being senior managers (25 per cent and 13 per cent respectively). Female managers, on the other hand, were significantly more likely to work as middle managers (41 per cent as compared to 32 per cent of male managers) and as junior managers (37 per cent and 28 per cent respectively).

There were also significant variations between white and ethnic minority managers with regards to their job roles. As Table 2.4 shows, white managers were more likely than ethnic minority managers to report being directors or senior managers, while ethnic minorities were most likely to be in 'junior manager' positions. Managers who described themselves as mixed background were most likely to work as middle managers (48 per cent as compared to 30 per cent of Asian and 34 per cent of black managers) while 36 per cent of white managers were in this job category.

Table 2.4 Job level and ethnicity (per cent)

	Director	Senior manager	Middle manager	Junior manager
All survey managers	13	21	35	31
White managers	16	27	36	21
Black managers	10	12	34	44
Asian managers	10	15	30	47
Mixed background managers	8	13	48	30
Base	172	284	474	422

Source: IES/CMI, 2007

Managers with a long-term health condition or disability were more likely than those without a disability to work as directors (18 per cent) or senior managers (25 per cent). However, looking at the employment status of disabled managers in this survey, the results showed that they were more likely to be self-employed, which explains why higher proportions worked as directors.

The results of the analysis on managers' annual salaries were consistent with the findings regarding the job levels of the sub-groups discussed above. While 72 per cent of female managers in this survey were in the income category of less than £38,000, just over half of male managers (52 per cent) were in this category. Consistently, while only four per cent of women were on the income level of more than £75,000, nine per cent of male managers in this survey were on this income level.

The same pattern also emerged when comparing the income levels of white and ethnic minority managers. While 78 per cent of black managers, 74 per cent of Asian and 68 per cent of those from a mixed background were earning less than £38,000 a year, only 45 per cent of white managers were earning this amount. On the other hand, ten per cent of white managers were earning more than £75,000 a year, and this compared with three per cent of black and five per cent of Asian managers. Managers from a mixed background were closest to the income level of their white colleagues, as nine per cent of them reported earning more than £75,000 a year.

Although slightly higher proportions of managers with a disability reported being on an income level of more than £75,000, and this was statistically significant, the numbers in each income category were rather small to draw strong conclusions.

The detailed examination of the NORAS data showed similar findings in terms of the sub-group differences on job levels and salaries of managers who took part in NORAS. For example, 15 per cent of male managers in NORAS reported working as directors, as compared to eight per cent of female managers. Furthermore, as compared to ethnic minority managers, a significantly higher number of white managers were directors (13 per cent compared with eight per cent). However, one needs to bear in mind that the job-level categories used in NORAS were slightly different as they also included 'Chief Executive/Owner' and 'Self-employed/freelance' as part of job level. Therefore, rather than comparing the actual proportions reported in NORAS and those in this survey, it would be more reliable to focus on whether similar trends are emerging in both surveys. In all, it is rather encouraging that the findings of this survey broadly reflect those reported in NORAS.

Length of tenure

When asked how long they had been with their current employer, almost three in ten (29 per cent) said they had been with their current employer for over ten years at the time of the survey. The next most common length of tenure was between one and three years (a quarter of managers), while almost one in five (19 per cent) stated a tenure of between four and six years. Fourteen per cent of managers reported being with their employer less than one year and the same proportion of managers recorded a tenure of six to ten years.

The results of the sub-group analysis on length of tenure showed the following significant differences:

- Male managers were more likely than female managers to have reported being with their current employer over ten years; 31 per cent of males recorded this length of tenure, compared to 25 per cent of females.
- Managers who worked full-time were more likely to have reported longer length of tenure with employers than those working part-time (30 per cent of full-time managers had more than ten years with their employers, as compared to 16 per cent of part-timers).

- Managers without dependent children were likely to report a shorter length of service with their current employer than those with dependent children; 45 per cent of managers without children stated being with their employer up to three years, while the figure was 32 per cent for those with dependent children. Conversely, 34 per cent with dependent children had been with their current employer for over ten years, compared to 22 per cent of those without.
- White managers tended to have been with their current employer for longer than those of other ethnic origins. Fewer than ten per cent of white managers recorded a tenure of under one year, compared to between 17 and 20 per cent of managers from black, Asian and mixed backgrounds. Conversely, 37 per cent of white managers cited a tenure of over ten years, compared to a quarter of Asian respondents, 15 per cent of blacks, and ten per cent of those from mixed backgrounds.
- Managers working in smaller organisations tended to have been in their current employment for shorter periods of time than those working in larger organisations. Over half of respondents from the smallest organisations (between one and 50 employees) had been in their current employment for three years or under at the time of the survey, compared to 28 per cent of those from the largest organisations (over 10,000 employees). In contrast, 45 per cent of those working in the largest organisations had been employed for over ten years, compared to 17 per cent of those working in the smallest organisations.
- Those working in the public sector tended to have been in their current employment for longer periods of time than those working in the private sector or in charities and not-for-profit organisations. Only eight per cent of public sector based managers recorded a tenure of under one year, compared to 14 per cent of those working for charities and not-for-profit organisations, and 19 per cent of private sector based managers. Conversely, 37 per cent of public sector based managers recorded a tenure of over ten years, compared to 19 per cent of those working for charities and not-for-profit organisations, and just under a quarter of private sector based respondents.
- Around 20 per cent of managers working in business development, corporate affairs, marketing and sales, and management consultancy, had been with their current employer for under one year at the time of the survey. This contrasted with the area of facilities management, purchasing, and contracting, in which just six per cent of managers had been with their current employer for under one year. In contrast, over 50 per cent of managers working in facilities management, purchasing and contracting, and over 40 per cent of those working in production or operations management had been with their current employer for ten years or more at the time of the survey. This contrasted with the areas of business development, corporate affairs, marketing and sales, and management consultancy, in which just 18 per cent of managers had been with their current employer for ten years or more.

2.2.2 Organisational details

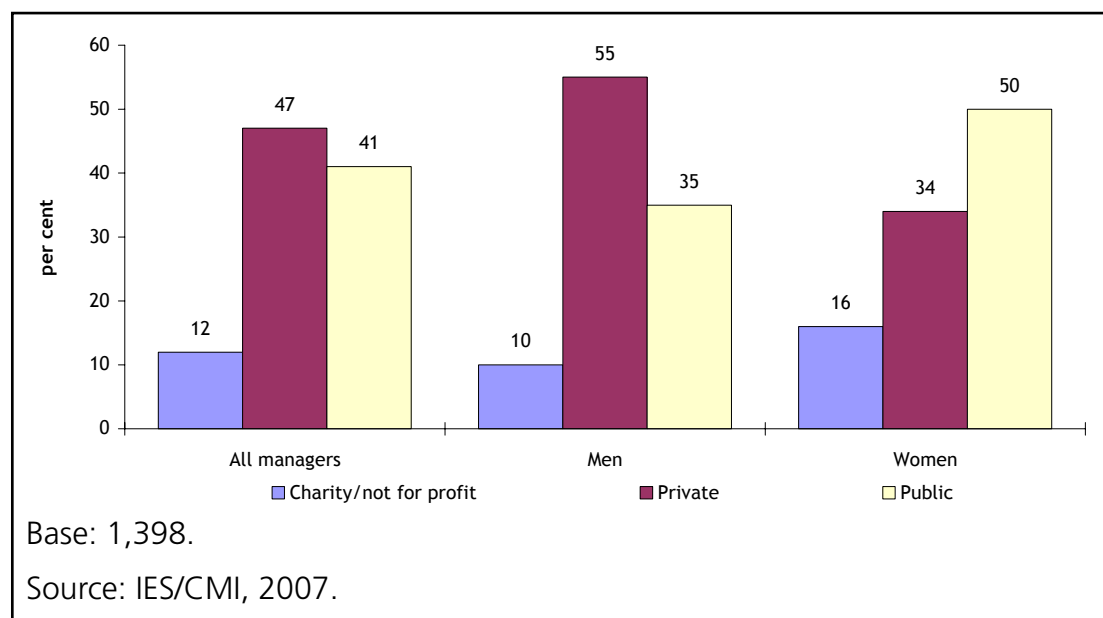
Managers taking part in this survey were also asked to provide a range of information about the organisation with which they were currently employed.

Organisational status

Just under half of all managers in this survey (47 per cent) indicated that they were working for private sector organisations. A further 41 per cent said they were working for public sector organisations, with the remaining 12 per cent employed by charities or not-for-profit organisations. These proportions reflect an over-representation of managers from the public sector, as the public sector represents just over a quarter of the working population. However, bearing in mind the objective of this research project, this sample composition will strengthen the validity of the findings reported here.

There were significant differences between genders in terms of managers' choice of organisation to work for. As can be seen in Figure 2.5, male managers were more likely than female managers to work for private sector organisations (55 per cent as compared to 34 per cent). Female managers, on the other hand, were more likely to opt for public sector (50 per cent compared with 35 per cent of male managers), as well as for charity or not-for-profit organisations (16 per cent compared with ten per cent of males).

Figure 2.5 Status of organisation, by gender



The findings also revealed some variations among the ethnic groups within this survey for the type of organisations that managers worked for. Asian managers and white managers were much more likely to be working for the private sector (52 per cent and 50 per cent respectively), while mixed background managers and black managers were more likely to be in the public sector (49 per cent and 46 per cent respectively). Higher proportions of black managers in general, and black

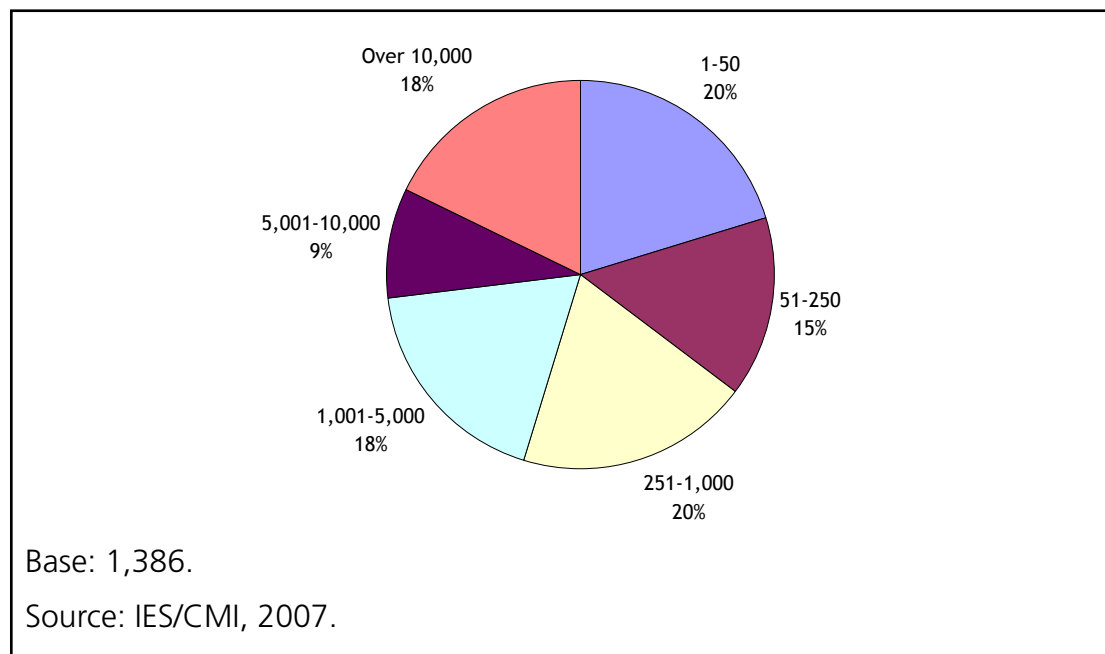
Africans in particular, reported working in charity organisations (17 per cent and 20 per cent respectively), while only ten per cent of Asian managers and 11 per cent of white managers reported working for a charity.

In terms of job levels of the managers within these sectors, directors were more likely to be from the private sector (68 per cent, as compared to 14 per cent from the public sector), while junior managers more likely to work for the public sector (48 per cent, as compared to 43 per cent from the private sector). The salary levels of the managers in this survey also mirrored these findings, as those who worked for the private sector were significantly more likely than those working for the public sector to earn more than £75,000 a year (69 per cent compared to 20 per cent of public sector employees). Nearly half (46 per cent) of public sector managers reported earning between £38,000 and £50,000 a year.

Number of employees

The results of the analysis showed that managers were spread fairly evenly across organisations of different sizes. With one exception (organisations with 5,001–10,000 employees), between 15 and 20 per cent of respondents fell into each category of organisational size.

Figure 2.6 Number of employees



As can be seen in Figure 2.6, more than half (55 per cent) of all organisations employed up to 1,000 member of staff, while 18 per cent employed more than 10,000 employees.

The results of the sub-group analysis on the size of organisations showed some variations between genders as well as between ethnic groups. Male managers were more likely than female managers to work for organisations that employed

up to 50 employees (22 per cent compared with 17 per cent of female managers). In all, 38 per cent of male managers worked for organisations that employed up to 250 employees. In comparison, 30 per cent of female managers worked for organisations of this size. The proportions of men and women within the other categories describing the size of organisations were similar.

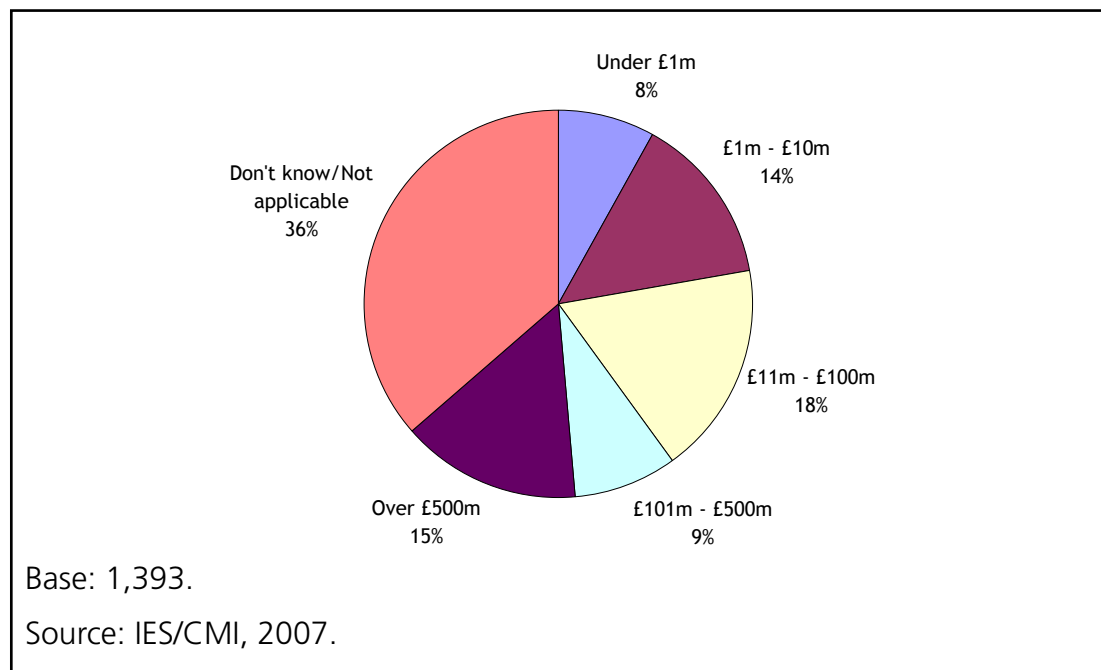
Significantly higher numbers of ethnic minority managers reported working for smaller organisations with up to 50 employees. While 18 per cent of white managers said they had worked for organisations of this size, 23 per cent of ethnic minority managers (black, Asian and mixed background) reported working for this size of organisation. When ethnicity was broken down to narrower categories, the findings showed that Bangladeshi and Pakistani managers (31 per cent), black African managers (30 per cent), and Chinese managers (30 per cent) were most likely to report working for smaller organisations with up to 50 employees. Only 11 per cent of black Caribbean managers worked in this size of organisation.

In contrast, white managers were more likely to work for large organisations with more than 10,000 employees. In all, 21 per cent of white managers reported working for organisations that were of this size while 12 per cent of black managers and the same proportion of mixed race managers worked for these organisations.

Although notably higher proportions of managers with a long-term health condition or disability reported working for smaller organisations with up to 50 employees, this was not a statistically significant finding.

Annual turnover

When asked the annual turnover of their organisations, over a quarter of all managers (37 per cent) either did not know (16 per cent) or gave an 'N/A' answer to this question. Among the remaining managers, the most common annual turnover range for their employing organisations was £11m to £100m, with 18 per cent.

Figure 2.7 Annual turnover of organisation

The sub-group analysis on this question showed some variations between genders. A higher proportion of female managers gave a 'DK or N/A' answer to the annual turnover question (47 per cent as compared to 31 per cent of males). Furthermore, a higher proportion of male managers reported working for organisations with an annual turnover of over £500m (18 per cent as compared to 10 per cent of female managers).

There were also significant variations among ethnic groups on their responses to this question. Nineteen per cent of white managers reported working for organisations with an annual turnover of over £500m, while 13 per cent of Asian managers and only eight per cent of black, and the same proportion of mixed race, managers worked for organisations with this size annual turnover.

Geographical location

These data indicate that at the time of the survey, a quarter of managers were based principally in London for their work. The second most common work location was the South East (16 per cent), followed by the West Midlands and the South West (ten per cent each). The least common work locations were the North East and Wales, with approximately three per cent of managers based in each of these areas.

Table 2.5 Geographical location* (per cent)

	The 2001 Census data	NORAS	This survey
London	17	22	26
South East	19	33	16
West Midlands	9	6	10
South West	9	6	10
North West	11	7	7
East Midlands	8	5	5
Yorkshire & the Humberside	8	5	5
Scotland	N/A	7	5
East of England/Eastern	12	3	5
North East	3	2	3
Wales	4	4	2
N. Ireland	N/A	1	2
Other	N/A	N/A	4
Base	2,675,069	9,878	1,423

Note: * The definitions of regional categories used for these sources are not the same. Therefore, these proportions should not be used to draw definitive comparisons.

Source: IES/CMI, 2007.

Table 2.5 gives the proportion of managers from each of the regional areas. One needs to bear in mind that managers in this survey self-reported their place of work from a list of regional areas. NORAS' definition of regional areas is based on the submitted postcodes by respondents. Therefore, both of these sources include an element of subjectivity. However, the proportions given in Table 2.6 show that these surveys broadly reflect the actual regional distribution of corporate managers within the UK (as mentioned in the methodology section, the 2001 Census tables do not include Scotland). London and the South East have the largest proportion of work places for the managers who participated in this survey, while the North East and Wales have the least.

In terms of the gender distribution within these regions, the results showed that a higher proportion of female managers reported being based principally in London for their work (30 per cent compared with 23 per cent of male managers). The other regions showed more of an even gender split. A higher proportion of ethnic minority managers also reported being based in London, especially black managers (46 per cent) and those of mixed background (42 per cent).

Industrial sector

The most common employment sector for survey respondents was education (20 per cent of respondents), followed by health and social care (15 per cent). In addition, ten per cent of respondents recorded an employment sector of 'other'. The least well-represented sectors were construction, utilities and transport.

Table 2.6 Industrial sector (per cent)

	All	Men	Women
Education	20	15	29
Health/social care	15	11	20
Local government	9	8	11
Banking/insurance/finance/other business services	8	9	7
Manufacturing	6	9	1
Civil service	5	6	5
Engineering	5	7	2
Uniformed/emergency services	5	6	2
Computer/IT services	4	5	2
Retail/tourism/hospitality/leisure	3	3	3
Sales/marketing/advertising	3	4	1
Transport	3	3	3
Utilities	2	3	2
Construction	2	3	1
Other	10	10	11

Base: 1,418

Source: IES/CMI, 2007.

The results presented in Table 2.6 confirmed the gender segregation for certain sectors. Male managers were significantly more likely to work in the sectors of manufacturing, engineering, uniformed/emergency services, computer/IT services, sales and marketing, and construction. Female managers, on the other hand, were much more likely to work in the sectors of education, health/social care and local government. In all, five per cent of all managers in the survey worked for the civil service and the gender split was slightly in favour of men, with 60 per cent.

The results of the sub-group analysis on ethnicity showed that black managers and those from a mixed background were more likely to work in the sectors of education, and health and social care, while Asian managers were more likely to be in computer/IT services and retail, tourism, hospitality and leisure.

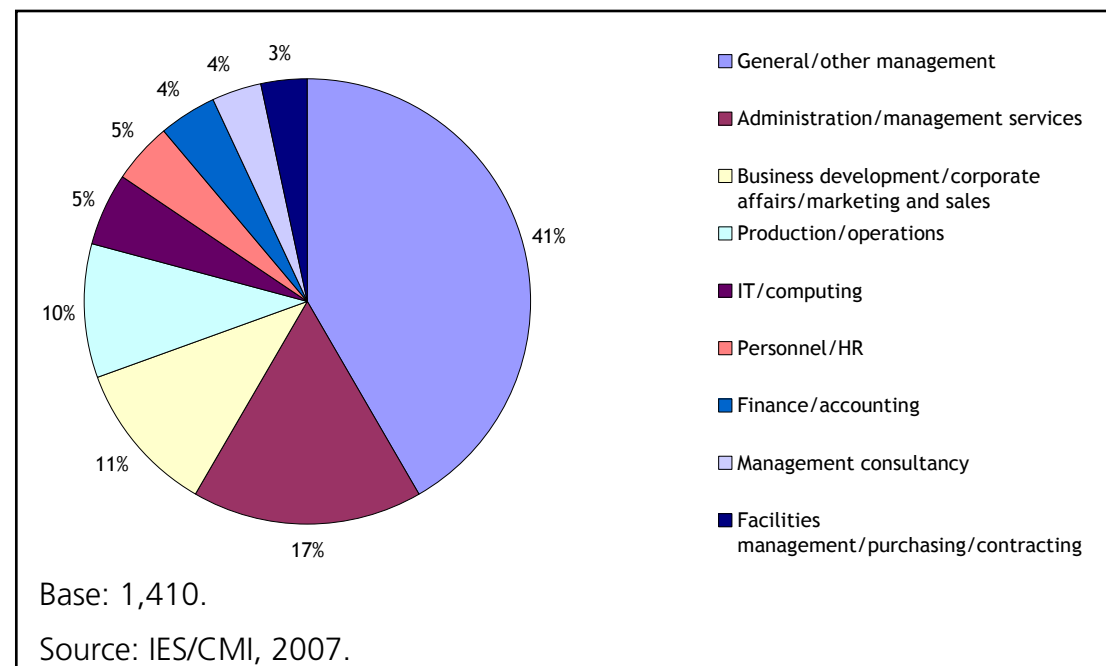
The sectors with higher numbers of managers in the NORAS data were banking and financial services (11 per cent), education (ten per cent), IT (nine per cent), engineering/manufacturing (seven per cent), health/care (four per cent), law (four per cent), and recruitment (three per cent).

Management function

Just over 40 per cent of managers indicated that they were working in 'general' or 'other' management at the time of the survey. The next most common

management function was administration or management services (17 per cent of respondents), followed by the category incorporating business development, corporate affairs, marketing and sales (11 per cent). The management function containing the smallest numbers of survey respondents (three per cent) was that incorporating facilities management, purchasing and contracting.

Figure 2.8 Management function



Similar patterns of gender differences were also found within management function as there were more female managers working in administration and HR, while more male managers were working in facilities management, IT/computing and production/operations. The other management function categories had a more even gender distribution.

In terms of ethnicity, there were higher proportions of black managers and those from mixed backgrounds within the management functions of administration services, while there were higher proportions of Asian managers within IT/computing functions. The management function of production/operations had a high proportion of white managers.

Apart from 'general' management, facilities management/purchasing and management consultancy were the two functions with higher numbers of managers with a long-term health condition or disability.

2.2.3 Comparison between the data sources

Looking at the profile of managers in the achieved survey sample, both in terms of their biographical and employment-related details, it is reassuring to see that their details broadly reflect the profile of corporate managers within the 2001 Census

data and the data of NORAS. The census data indicates that around one-third of the corporate managers (those including business and public sector professionals as well as managers working in public administration) are female. As presented in the tables in Appendix 1, the proportions vary across the regional areas but gender representation is in men's favour with 65 to 70 per cent of all corporate managers.

The proportions for male and female managers in the NORAS data also show that nearly two-thirds of all managers are male compared with 37 per cent female. These findings indicate that women are clearly under-represented within the population of managers. As both the NORAS data and the survey data reveal, the under-representation becomes more skewed when the job level is taken into account; higher proportions of male managers work as directors or senior managers while higher proportions of females work as middle or junior managers.

In terms of the ethnic profile, the census data indicate that the highest proportions of ethnic minority managers are based in London, where ethnic minority managers make up 18 per cent of all corporate managers, 20 per cent of managers employed in business and public sector professions, and 25 per cent of those employed in public administration. However, across other regions, the proportions of ethnic minority managers are very low, varying between two and five per cent. The NORAS data includes a respectable proportion of ethnic minority managers, as ten per cent of all managers in their survey are those who define themselves as ethnic minority. Of these ten per cent, four per cent were Asian, three per cent were Black and two per cent described themselves as 'mixed race'. The remaining one per cent of all managers said they were of Chinese origin. Black managers were particularly over-represented in our achieved sample, due to the selective sampling frame used to boost the numbers. As explained earlier, CMI also sent out questionnaires to managers of the Network of Black Professionals. Taken together, the census and the NORAS data both show that ethnic minorities are significantly under-represented within the population of managers.

The data sources also present that there are significant variations within the ethnic minority groups. When they are combined together as a 'non-white' category, the findings of the sub-group analysis between white and non-white categories often present a skewed trend, such as the pattern obtained for the gender profile; while higher proportions of white managers work in more senior positions, higher proportions of non-white managers work in more junior roles. This was actually the finding of the NORAS data. However, when the ethnic groups are examined separately, the findings indicate significant variations across the ethnic minority groups. For example, the responses of those from mixed backgrounds are sometimes similar to the responses of the white group. Bearing this in mind, the four ethnic minority groups were compared and contrasted with white managers when analysing the survey data for this research.

Those with a long-term health problem or disability are also found to be under-represented within the population of managers. The census data showed some significant variations across regions, with London having the highest proportions of managers with a disability. In the NORAS data, just over one per cent of managers indicated that they had a registered disability, with over two per cent stating they would rather not disclose this information. These figures suggest that finding out information on respondents' disability status appears to be a difficult task. However, the results of the survey data revealed that ten per cent of all participating managers had a registered disability, and 12 per cent said they had a long-term health condition or disability. On the whole, these proportions obtained for disability status seem to be in line with the proportions obtained in the census data.

Geographical region was one of the key variables in this project. It was therefore important that we broadly represented each geographical location. As mentioned above, the proportions obtained for each location in the survey data were very much in line with the proportions of the 2001 Census data, along with the proportions reported in the NORAS data. The over-representation of London in this survey is particularly helpful in terms of providing additional validity to the findings of the survey.

Using the 2001 Census data, statistical models were constructed to examine what factors influenced someone becoming a corporate manager or a corporate manager within public administration, defence or social security. The details of these models are given in Appendix 1.

Overall, the results of the first model showed that being male, a graduate, white, a commuter, without children, without caring responsibilities and aged 45 and above makes one significantly more likely to be a corporate manager; and in that order. The second model also showed similar findings to the first model, in that being female, non-white, not commuting, with dependent children and care responsibilities makes one significantly less likely to become a corporate manager within public administration, defence or social security.

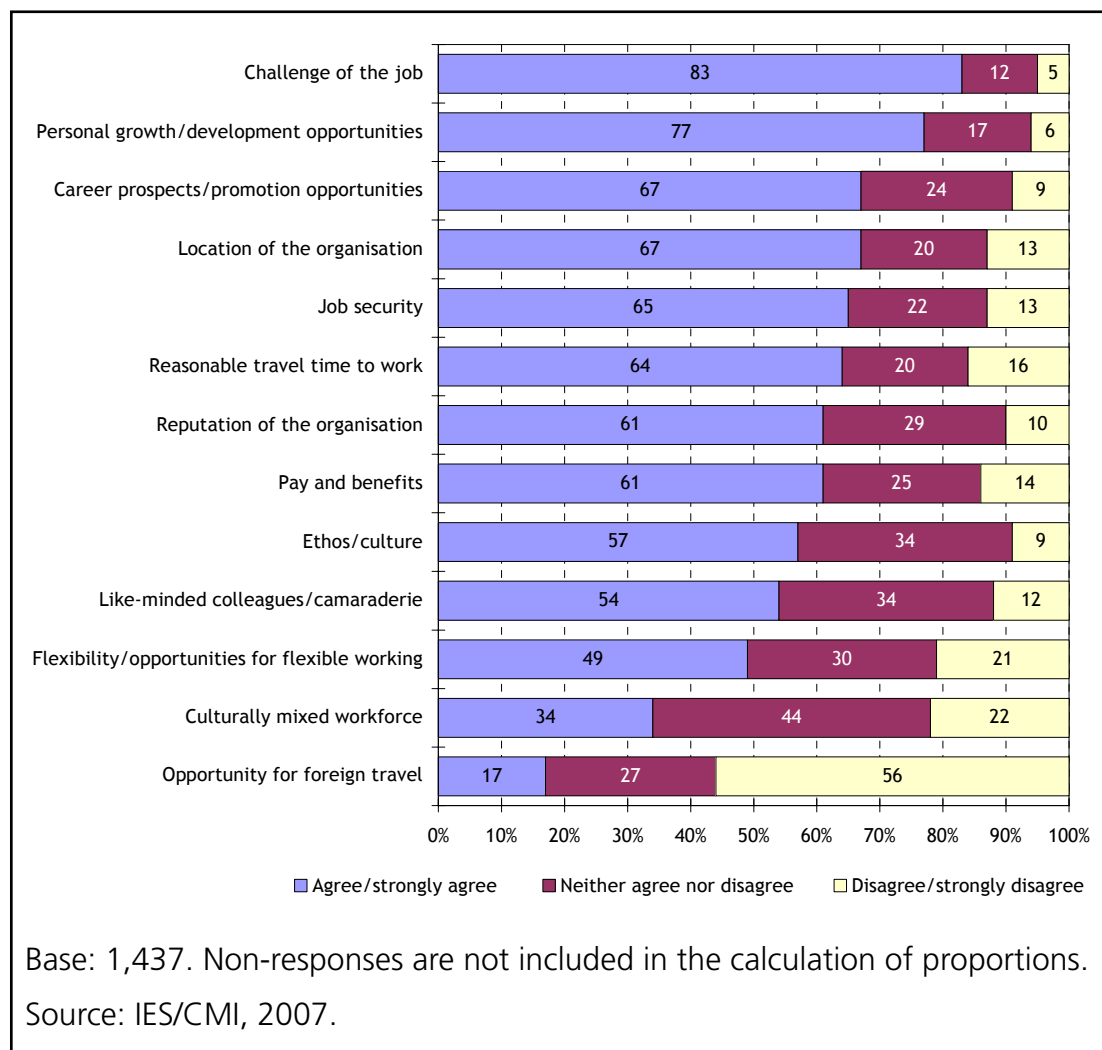
These findings constitute a useful context when interpreting the results of the analyses carried out for this survey.

3 Current employment and career prospects

3.1 Decision to join current organisation

Managers participating in this survey were asked to indicate the extent to which they agreed that a range of factors had influenced their decision to join their current organisation. They assigned a rating to each factor on a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree). Figure 3.1 presents the proportion of responses to each of these statements.

Figure 3.1 Decision to join current organisation



As can be seen in Figure 3.1, over eight in ten (83 per cent) either agreed or strongly agreed that it was the challenge of the job that had influenced them to join their current organisation and almost as many (77 per cent) agreed or strongly agreed that it was 'personal growth and development opportunities'. Over two-thirds (67 per cent) either agreed or strongly agreed that 'career prospects or promotion opportunities was important, and the same proportion said it was the location of the organisation that had influenced their decision to join. Nearly two-thirds of managers in the survey agreed that job security was an influential factor in their decision.

Because the distribution of proportions was spread over five response categories, comparing proportions of sub-groups did not always produce a coherent picture, especially when the sub-groups included large numbers of categories, as was the case for ethnicity, sector, management function, and location. Therefore, further sub-group analyses were based on the comparisons of mean (average) scores.

The following sections present information about how factors influencing the decision to join one's current organisation varied across different groups of managers.

3.1.1 Further analysis: differences between groups of managers

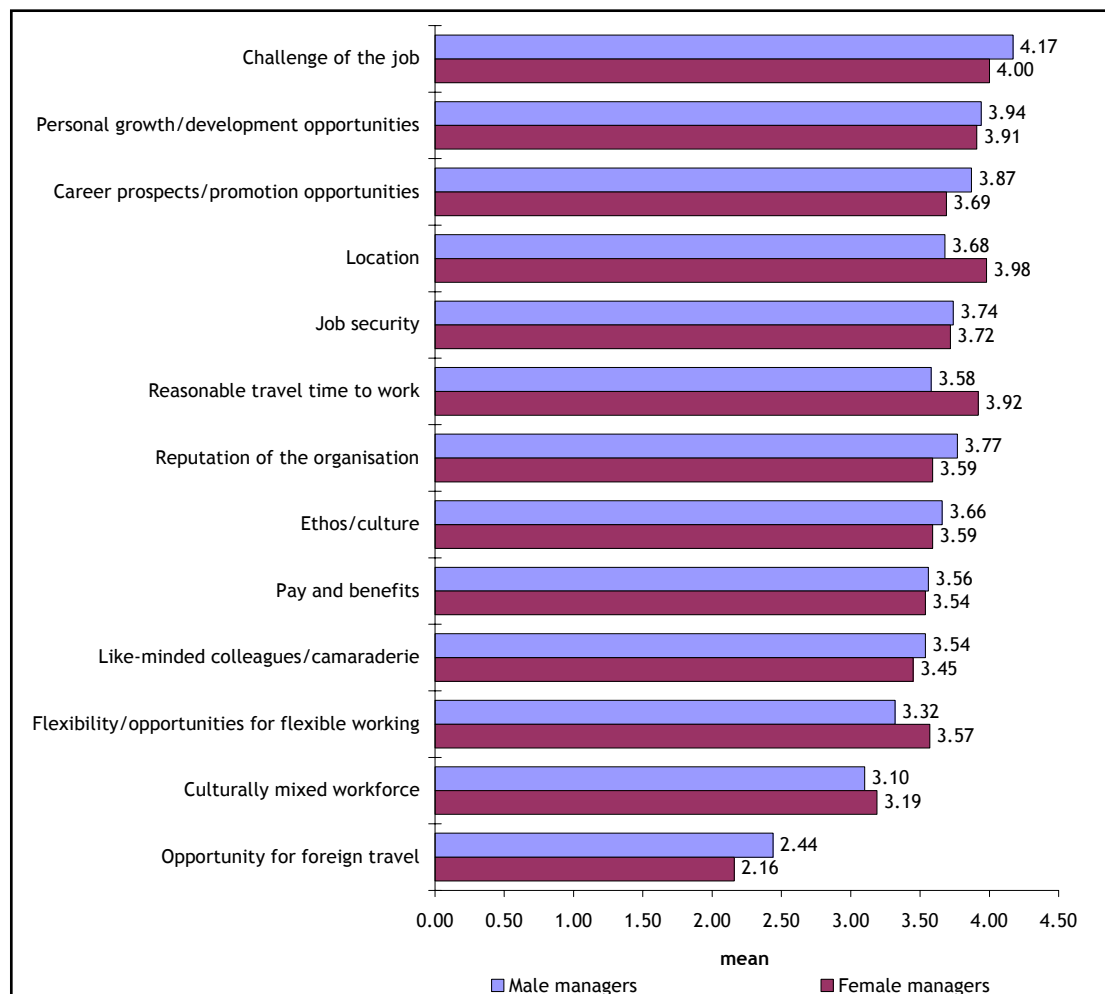
Gender

Figure 3.2 shows managers' average scores for each factor and how these scores varied between genders.

There were significant variations between genders regarding what had influenced their decisions to join their current organisation.

- Male managers agreed more strongly than female managers that career prospects and promotion opportunities, the challenge of the job, reputation of the organisation, and opportunities for foreign travel had influenced their decision to join their current organisation.
- Female managers agreed more strongly than males that flexibility and opportunities for flexible working, location of the job, and a reasonable travel time to work, had influenced their decision to join their current organisation.

Figure 3.2 Decision to join current organisation (average scores)



Base: 1,437. Non-responses are not included in the calculation of proportions
Mean score (1 = Strongly disagree; 5 = Strongly agree).

Source: IES/CMI, 2007.

Age

Significant differences were found across age groups regarding the extent to which a number of factors had influenced the decision of managers to join their current organisation.

- The degree of influence attributed to the challenge of the job and to the ethos and culture of the organisation both showed steady increases with the age of managers.
- Job security and location were found to be most influential for managers in the middle age bands (30-49).
- The prospect of a reasonable travel time to work was more influential for managers aged 30 and over than for those aged under 30.
- The prospect of working with like-minded people and having camaraderie at work was more influential for respondents aged 50 and over than for those aged under 50.

Caring responsibilities

Managers with dependent children agreed more strongly than those without that job security had influenced their decision to join their current organisation.

Disability

Managers with a long-term health condition or disability agreed more strongly than non-disabled respondents that location factors had influenced their decision to join their current organisation.

Ethnic origin

Significant differences were found across ethnic groups regarding the extent to which a number of factors had influenced the decision of managers to join their current organisation.

- White managers agreed more strongly than those from other ethnic backgrounds that the challenge of the job had influenced their decision to join their current organisation.
- Managers from black, Asian and mixed ethnic backgrounds agreed more strongly than white managers that flexibility and opportunities for flexible working, location, a reasonable travel time to work, and the prospect of being part of a culturally mixed workforce had influenced their decision to join their current organisation.

Organisational sector

Significant differences were found across organisational sectors regarding the extent to which a number of factors had influenced managers' decision to join their current organisation.

- Those working in uniformed and emergency services agreed more strongly than other respondents that career prospects and promotion opportunities, the challenge of the job, ethos and culture of the workplace, organisational reputation, and job security had influenced their decision to join their current organisation.
- Managers working in the civil service agreed more strongly than other respondents that the location of their job, plus flexibility and opportunities for flexible working, had influenced their decision to join their current organisation.
- Those working in health and social care agreed more strongly than other respondents that the prospect of being part of a culturally diverse workforce had influenced their decision to join their current organisation.

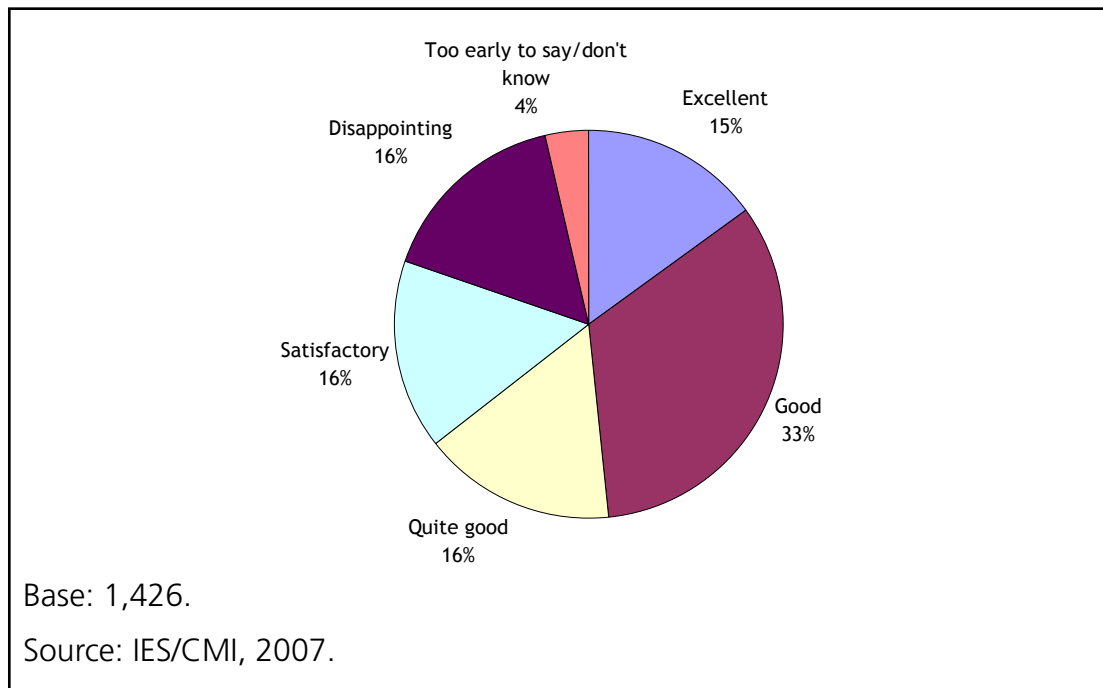
Management function

Significant differences were found across management functions regarding the extent to which a number of factors had influenced the decision of managers to join their current organisation.

- Managers working in management consultancy agreed more strongly than other respondents that flexibility and opportunities for flexible working, ethos and culture of the workplace, and the prospect of joining a culturally mixed workforce, had influenced their decision to join their current organisation.
- Those working in facilities management, purchasing and contracting agreed more strongly than other managers that job security and organisational reputation had influenced their decision to join their current organisation.
- Managers working in administration and management services agreed more strongly than other managers that the prospect of a reasonable travel time to work had influenced their decision to join their current organisation.
- Those working in management consultancy, facilities management, purchasing and contracting, and administration and management services agreed more strongly than other managers that location factors had influenced their decision to join their current organisation.

3.2 Career progression to date

Managers were asked how they would describe their own career progression to date. Figure 3.3 presents the proportion of responses given by survey managers.

Figure 3.3 Managers' career progression to date

The data indicate that the majority of managers held positive views about their career progression to date. Just under half of all managers in the survey (48 per cent) assessed their career progression as excellent or good, while just under one-third (32 per cent) indicated that it had been quite good or satisfactory. Only 16 per cent of managers assessed their career progression to date as disappointing, while the remaining four per cent indicated that it was either too early to say or they did not know.

3.2.1 Further analysis: differences between groups of managers

The following sections present information about how perceived career progression varied across different sub-groups of managers. Gender, disability status, managers' working hours and whether or not they had caring responsibilities for dependent children showed no significant differences in their responses to the question about career progression.

Age

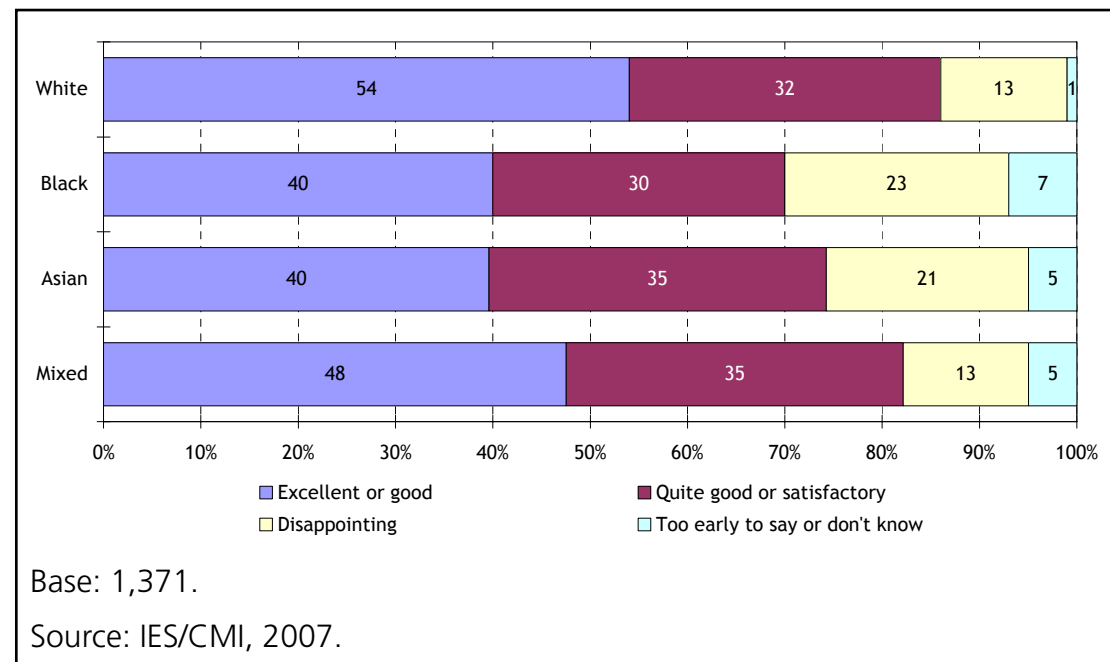
- Managers aged 50 or over were the most likely group to report that their career progression had been either excellent or good (54 per cent) but they were also least likely to say it had been quite good or satisfactory (28 per cent, as compared to the survey average of 32 per cent).
- Managers aged under 30, or 30 to 39 were the least likely to say they had found their career progression disappointing (nine and 13 per cent, respectively), while those aged 50 or over were the most likely group to say this (16 per cent).

Ethnic origin

Figure 3.4 indicates differences in perceived career progression according to the ethnic origin of managers.

The results revealed that white managers and those of mixed ethnic origin tended to be most positive about their career progression to date. Over half of white managers, and just under half of those from mixed ethnic backgrounds, rated their career progression as excellent or good, compared to around 40 per cent of those from black or Asian backgrounds. Conversely, over 20 per cent of both black and Asian managers rated their career progression to date as disappointing, compared to 13 per cent of those from both white and mixed ethnic backgrounds.

Figure 3.4 Ethnic origin and career progression



Employment status

The results of the sub-group analysis showed that managers who were self- or otherwise non-contractually employed tended to be most positive about their career progression to date. Sixty per cent of managers in this category rated their career progression as excellent or good, compared to just under half of managers on permanent contracts, and 40 per cent of those on temporary or fixed-term contracts.

Size of organisation

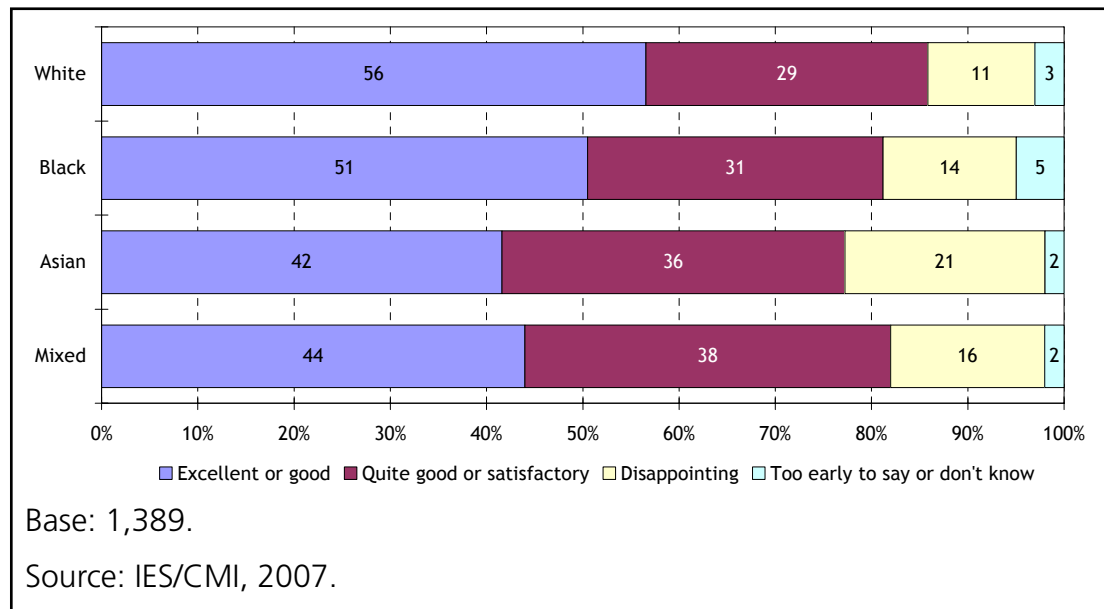
According to the results, the most notable differences emerged between managers working in smaller organisations and those working in medium-sized organisations. Those working in smaller organisations tended to be most positive about their career progression to date. Over half of managers from smaller organisations (between one and 250 employees) rated their career progression as

excellent or good, compared to just under 40 per cent of those from medium-sized organisations (between 251 and 1,000 employees). Conversely, over 20 per cent of respondents from medium-sized organisations rated their career progression to date as disappointing, compared to under ten per cent of those from smaller organisations.

Organisational status

Figure 3.5 displays differences in perceived career progression according to the status of respondents' employing organisations.

Figure 3.5 Organisational status and career progression



The data showed that managers working in the private sector and in charities and not-for-profit organisations tended to be most positive about their career progression to date. Over half of managers in both these groups rated their career progression as excellent or good, compared to just over 40 per cent of those working in the public sector. Conversely, over 20 per cent of managers working in the public sector rated their career progression to date as disappointing, compared to 13 per cent of those working in the private sector, and 11 per cent of those working in charities and not-for-profit organisations. Managers who were already working in the civil service at the time of the survey were more positive than those working in the public sector; 44 per cent of them rated their career progression as excellent and 16 per cent rated it as disappointing.

Organisational sector

The results of the data analysis revealed that managers working in construction and uniformed and emergency services tended to be most positive about their career progression to date. Around 60 per cent of managers in both these groups rated their career progression as excellent or good. Those working in local government,

education, and professions connected to the retail, tourism, hospitality and leisure industries tended to be least positive about their career progression. Between 20 and 30 per cent of managers from these sectors rated their career progression to date as disappointing. The ratings of those working for the civil service were broadly in line with the survey total, with 82 per cent rating their progression positively and 16 per cent finding it disappointing.

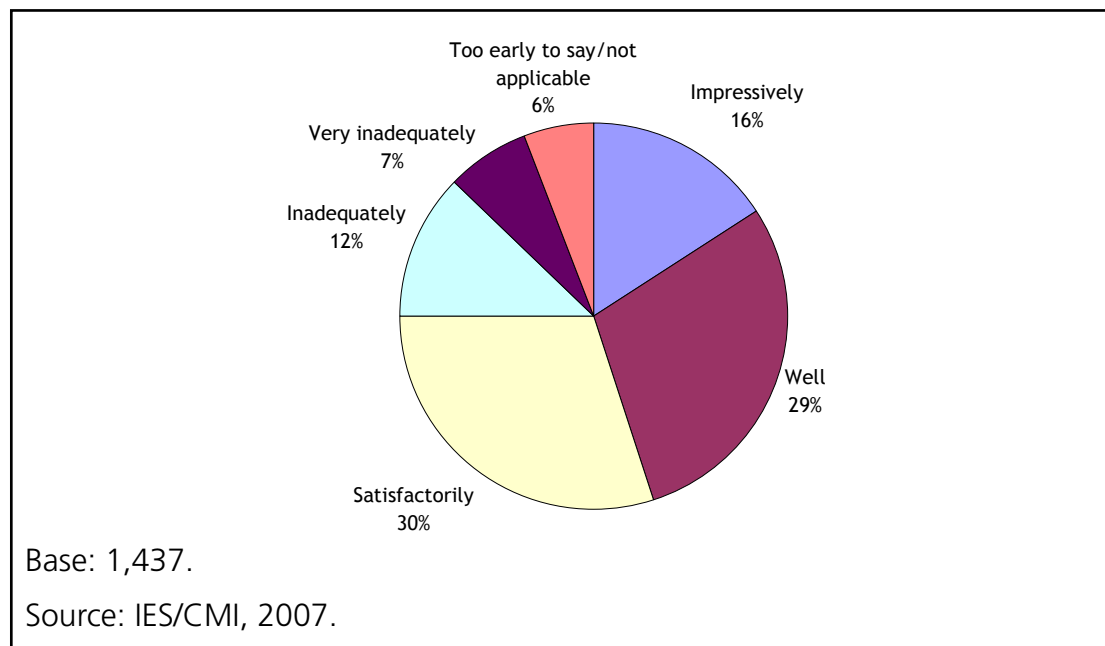
Management function

The area in which managers were most positive about their career progression to date was management consultancy. Seventy-one per cent of managers working in this function rated their career progression as excellent or good. The areas in which managers were least positive about their career progression were finance and accounting, IT and computing, and personnel and HR management. Just over 20 per cent of those working in each of these functions rated their career progression to date as disappointing.

3.3 Professional development and training

Managers were asked how effectively they felt their organisation had furthered their professional development and training while they had been in its employment. Their responses are summarised in Figure 3.6.

Figure 3.6 Professional development and training



As can be seen in Figure 3.6, just under half of all managers (45 per cent) believed their current organisation had furthered their professional development and training impressively or well. Just under one-third (30 per cent) felt that their development had been furthered 'satisfactorily', while just under 20 per cent

considered their development to have been inadequate or very inadequate. A further six per cent considered that the question did not apply to them or that it was too early to say.

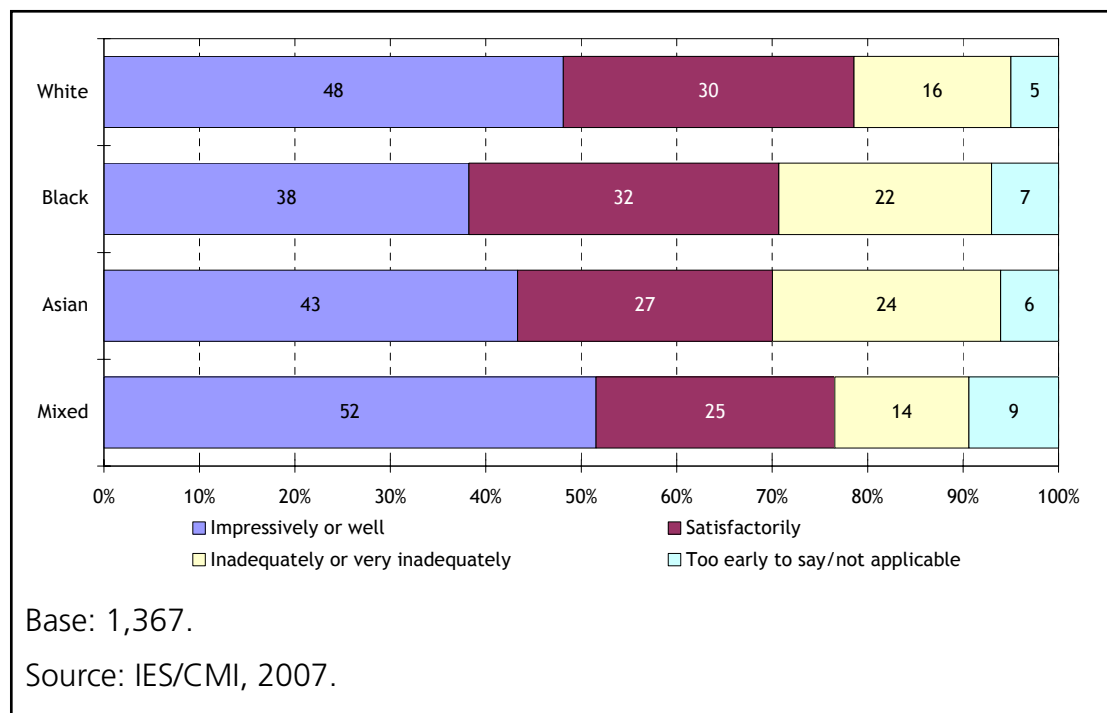
The following sections present information about how views on personal development and training during managers' current employment varied across different sub-groups in the survey. In each case, the overall differences in opinion ratings that emerged between the stated sub-groups were found to be statistically significant.

3.3.1 Further analysis: differences between groups of managers

Ethnic origin

Figure 3.7: indicates differences in the perceived effectiveness of professional development and training according to the ethnic origin of managers.

Figure 3.7 How effectively has your organisation furthered your professional development and training?

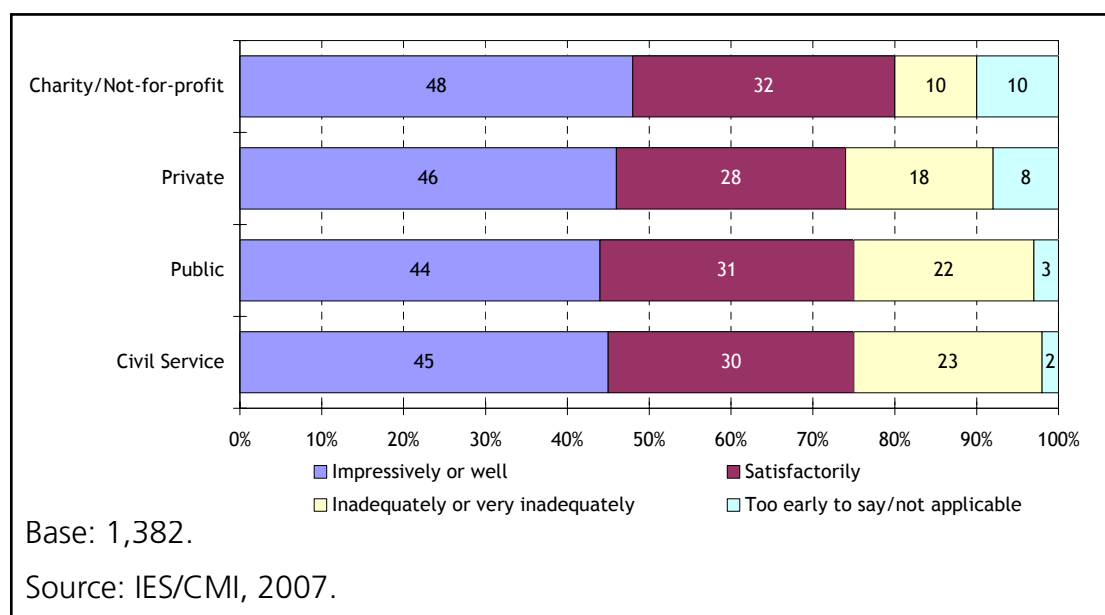


The most notable comparison evident in these data is that managers of black or Asian origin were more likely than those from white or mixed backgrounds to say that their current organisation had furthered their professional development and training inadequately or very inadequately. Twenty-two per cent of black managers and 24 per cent of Asian managers gave this response, compared to 16 per cent of white managers and 14 per cent of those from mixed ethnic backgrounds.

Organisational status

The results of the sub-group analysis showed that managers working in the private or public sector were more likely than those working for charities and not-for-profit organisations to report that their current organisation had furthered their professional development and training inadequately or very inadequately. Eighteen per cent of private sector based and 22 per cent of public sector based managers gave this response, compared to just ten per cent of those working for charities and not-for-profit organisations. As can be seen in Figure 3.8, the responses of managers who were working in the civil service at the time of the survey were very similar to those in the public sector, with 23 per cent rating their development as inadequate or very inadequate.

Figure 3.8 Organisational status and professional development and training



Management function

The data indicated that managers working in the areas of facilities management, purchasing and contracting, production and operations, and utilities tended to have the most positive views of their professional development and training at their current organisation. Around 60 per cent of those from each of these management functions indicated that their current organisation had furthered their professional development and training impressively or well. Managers working in the areas of retail, tourism, hospitality and leisure, along with those working in business development, corporate affairs, marketing and sales, tended to have the most negative views. Around a quarter of respondents from each of these management functions indicated that their current organisation had furthered their professional development and training inadequately or very inadequately.

3.4 Anticipated career progression

Thinking about their current employment, managers were asked where they saw themselves in three years time by selecting from a list of options. They were instructed to tick all that applied to them. Their responses are summarised in the first column of Table 3.1.

Table 3.1 Anticipated career progression (per cent)

Where do you see yourself in three years' time?	All	Civil Service	Males	Females
Promotion within current organisation	40	45	41	39
Promotion in another organisation	36	38	36	37
Set up own business	18	16	20	15
Similar role in the same organisation	15	14	11	13
Change career direction entirely	15	8	15	16
Similar role in another organisation	12	18	11	13
No change in position	9	3	9	10
Go freelance	6	3	7	4
Part-time	5	6	4	7
Retired	5	6	6	2
Go into full-time study	2	1	2	2
Downshift in current organisation	2	1	2	2
Downshift to another organisation	2	1	2	1
Don't know	4	4	4	5

Base: 1,398. These responses sum to more than 100 per cent as this was a multiple response question which allows respondents to tick all that apply.

Source: IES/CMI, 2007.

The data indicate that the most common career projection for three years' time was promotion within one's current organisation. Forty per cent of all managers and 45 per cent of those who were already working in the civil service said they would achieve promotion within their current organisation. However, a similar proportion of managers (36 per cent) indicated that they thought they would achieve promotion at another organisation within this time frame. Just under 20 per cent of managers anticipated having set up their own business in three years' time. Fifteen per cent thought they would be in a similar role in the same organisation, while a contrasting 15 per cent predicted that they would have changed career direction entirely. However, only eight per cent of the civil service managers anticipated that they would change career direction entirely. This is an encouraging finding in terms of retaining existing managers in the civil service but the proportion of the civil service managers indicating that they would see themselves in a similar role in **another organisation** was also higher than the proportion of all managers (18 per cent of the civil service managers, as compared to 12 per cent of all managers).

The least common career projections for three years' time (nominated by fewer than six per cent of managers) were downshifting (either within or between organisations), going freelance, working part-time, and retiring. Just over ten per cent of respondents predicted that they would be in a similar role in another organisation, with a further ten per cent anticipating no change in their employment status.

The following sections present information about how three-year career projections varied across different sub-groups of managers.

3.4.1 Further analysis: differences between groups of managers

Gender

As can be seen in Table 3.1, the most notable differences between genders in terms of three-year career projections were in responses concerning 'setting up own business', 'going freelance' and 'being retired'. Notably, higher proportions of male managers indicated these career projections, while notably higher proportions of female managers indicated 'going part-time'.

Disability

Managers with a long-term health condition or disability were less likely than non-disabled managers to see themselves as gaining promotion within their current, or in another, organisation, working in a similar role in another organisation, or going freelance. They were, however, notably more likely to see themselves as having retired in three years' time.

Ethnic origin

Managers from mixed ethnic backgrounds were the most likely to see themselves gaining a promotion within their current organisation, while black managers were the least likely group to say so. However, for their three-year career projection, black managers were most likely to say that they would be gaining promotion in another organisation, while white managers were the least likely group to say this.

Black and Asian managers were more likely than white and mixed race managers to see themselves as setting up their own business in three years time. Also, black managers were most likely to say that they would be changing their career direction entirely.

Organisational status

In terms of their three-year career projections, managers working for charities and not-for-profit organisations were least likely to see themselves gaining promotion within their current organisation, while those working in the private sector were least likely to see themselves gaining promotion in another organisation.

The results of the sub-group analysis on three-year career projection also showed that private sector managers, followed by those working in charities, were more likely than public sector managers to see themselves as setting up their own business, or changing their career direction entirely. Those working in charities and not-for-profit organisations were more likely than managers in the public and private sector to see themselves as going freelance.

3.5 Barriers to career progression

Managers were asked to indicate which of a number of factors they believed to have represented significant barriers to their career progression to date. Managers were instructed to select all that applied to them when indicating their responses, which are summarised in the first column of Table 3.2.

The data indicate that the most common perceived barrier was that of a flat organisational structure and/or lack of promotion opportunities. Nearly 40 per cent of managers identified this as a barrier to their career progression to date. In addition, the existence of old boys' networks and a lack of career guidance were both identified as barriers to career progression by just under a quarter of managers. Family commitments were the next most common perceived barrier (19 per cent of managers), followed by a lack of personal motivation and confidence (13 per cent), and a lack of training provision (11 per cent). In all, managers who were working in the civil service at the time of the survey were more likely to mention lack of career guidance, old boys' networks and family commitments than managers in the other organisational sectors.

The least common perceived barriers to progression were discrimination on the grounds of sex and of disability. However, ten per cent of managers indicated that they believed racial discrimination had represented a significant barrier to their career progression to date. Furthermore, as compared to the survey average of eight per cent, a higher proportion of the civil service managers (13 per cent) mentioned age discrimination as one of the perceived barriers.

The following sections present information about how perceived barriers to career progression varied across different sub-groups of managers. Due to the multiple response nature of this survey question, it was not possible to carry out significance testing on these differences. However, notable differences across sub-groups are highlighted.

3.5.1 Further analysis: differences between groups of managers

Gender

As can be seen in Table 3.2, female managers were more likely than male managers to say that flat organisation structure/lack of promotion opportunities, family commitments, bullying/harassment and sexual discrimination had represented a significant barrier to their career progression to date. Male managers, on the other hand, were more likely to report that age discrimination and race discrimination

had been the barriers to their progression. They were also more likely than female managers to indicate old boys' networks as a significant barrier, but the difference was only two percentage points.

Table 3.2 Barriers to career progression (per cent)

	All	Civil Service	Male managers	Female managers
Flat organisation structure/lack of promotion opportunities	37	40	35	39
Old boys' network	24	31	25	23
Lack of career guidance	23	32	24	23
None of these	23	14	23	22
Family commitments	19	29	17	22
Lack of personal motivation/confidence	13	18	13	12
Lack of training provision	11	10	11	12
Racial discrimination	10	15	11	8
Bullying/harassment	9	14	8	12
Age discrimination	8	13	9	6
Lack of qualifications	8	8	7	8
Insufficient education	6	7	5	5
Inflexible working patterns	5	4	4	6
Social pressures	3	0	3	3
Sexual discrimination	2	1	1	5
Discrimination on grounds of disability	1	0	1	0

Base: 1,393

Source: IES/CMI, 2007.

Age

A number of differences were found across age groups with regard to the factors perceived by managers to have represented barriers to their career progression to date.

- Managers aged under 30 or over 50 were more likely than those in their 30s and 40s to say that age discrimination had been a barrier to their career progression.
- Those aged under 30 were the most likely age group to say that a lack of personal motivation and confidence had been a barrier to their career progression, while those aged 50 and over were the least likely to identify this as a barrier.
- Managers in their 30s and 40s were more likely than those aged under 30 or over 50 to say that family commitments, as well as flat organisational structures and a lack of promotion opportunities, had represented barriers to their career progression.

- Those aged 40 and over were more likely than managers aged under 40 to say that bullying and harassment had been a barrier to their career progression.
- Managers aged under 50 were more likely than those aged 50 and over to say that a lack of career guidance had been a barrier to their career progression.
- Those aged 30 and over were more likely than those aged under 30 to say that the existence of old boys' networks had been a barrier to their career progression.

Caring responsibilities

A number of differences were found in perceived barriers to career progression according to the care-giving responsibilities of managers.

- Managers who provided care for a dependent adult were more likely than non-care providers to say that bullying and harassment, family commitments and racial discrimination had represented barriers to their career progression.
- Those with dependent children were more likely than those without to say that family commitments had been a barrier to their career progression.

Disability

The results of the sub-group comparisons showed that managers with a long-term health condition or disability were more likely than non-disabled managers to say that bullying and harassment, discrimination on the grounds of disability, the existence of 'old boys' networks, and racial discrimination had represented barriers to their career progression.

Ethnic origin

A number of differences were found in perceived barriers to career progression according to the ethnic origin of managers.

- Managers from black or mixed backgrounds were more likely than white or Asian managers to say that bullying and harassment had been a barrier to their career progression.
- Those from mixed backgrounds were more likely than white, black or Asian managers to say that flat organisational structures and a lack of promotion opportunities, together with a lack of qualifications, had represented barriers to their career progression.
- Managers from mixed backgrounds were the most likely to say that a lack of personal motivation and confidence, and of training provision had represented barriers to their career progression, while white managers were the least likely to identify these as barriers.
- Those from Asian or mixed backgrounds were more likely than white or black managers to say that a lack of career guidance and sexual discrimination had represented barriers to their career progression.

- A quarter of Asian, and 20 per cent of black, managers indicated that racial discrimination had been a barrier to their career progression, in contrast to just under ten per cent of those from mixed ethnic backgrounds and fewer than one per cent of white managers.
- White managers were more likely than those from black, Asian or mixed backgrounds to say that social pressures had been a barrier to their career progression.

Size of organisation

A number of differences were found in perceived barriers to career progression according to the size of managers' employing organisations.

- Those working in medium-sized and large organisations (over 250 employees) were more likely than those from smaller organisations to say that a lack of career guidance had been a barrier to their career progression.
- Managers working in organisations with over 50 employees were more likely than those from the smallest organisations to say that the existence of 'old boys' networks had been a barrier to their career progression.

Organisational sector

A number of differences were found in perceived barriers to career progression according to the sector in which managers worked.

- Those working in the retail, tourism, hospitality and leisure industries were the most likely to say that age discrimination had been a barrier to their career progression, while managers working in the transport sector were the least likely to identify this as a barrier.
- Managers working in computer and IT services, the civil service and education were the most likely to say that bullying and harassment had been a barrier to their career progression, while those working in uniformed and emergency services were the least likely to identify this as a barrier.
- Those working in computer and IT services, the civil service and uniformed and emergency services were the most likely to say that family commitments had been a barrier to their career progression, while managers working in the transport sector were the least likely to identify this as a barrier.
- Managers working in the utilities sector were the most likely to say that flat organisational structures and a lack of promotion opportunities had been a barrier to their career progression, while those working in computer and IT services, the civil service and uniformed and emergency services were the least likely to identify this as a barrier.

- Those working in business services such as banking, insurance and finance, together with those working in the transport sector, were the most likely to say that inflexible working patterns had been a barrier to their career progression, while managers working in computer and IT services and the utilities sector were the least likely to identify this as a barrier.
- Managers working in the retail, tourism, hospitality and leisure industries were the most likely to say that insufficient education had been a barrier to their career progression, while those working in construction, manufacturing and uniformed and emergency services were the least likely to identify this as a barrier.
- Those working in the utilities and transport sectors were the most likely to say that a lack of career guidance had been a barrier to their career progression, while managers working in construction were the least likely to identify this as a barrier.
- Managers working in the retail, tourism, hospitality and leisure industries were the most likely to say that a lack of training provision had been a barrier to their career progression, while those working in computer and IT services, and in engineering, were the least likely to identify this as a barrier.
- Those working in the retail, tourism, hospitality and leisure industries were the most likely to say that a lack of qualifications had been a barrier to their career progression, while those working in construction were the least likely to identify this as a barrier.
- Managers working in the utilities sector were the most likely to say that the existence of old boys' networks had been a barrier to their career progression, while those working in construction were the least likely to identify this as a barrier.
- Those working in the civil service and in education were the most likely to say that racial discrimination had been a barrier to their career progression, while managers working in construction were the least likely to identify this as a barrier.
- Managers working in sales, marketing and advertising were the most likely to say that social pressures had been a barrier to their career progression, while those working in the civil service and the construction sector were the least likely to identify this as a barrier.

Management function

A number of differences were found in perceived barriers to career progression according to the management function in which managers worked.

- Managers working in finance and accounting, and in IT and computing were the most likely to say that age discrimination, together with flat organisational structures and a lack of promotion opportunities, had represented barriers to their career progression, while those working in management consultancy were the least likely to identify these as barriers.

- Managers working in finance and accounting were the most likely to say that bullying and harassment had been a barrier to their career progression, while those working in management consultancy were the least likely to identify this as a barrier.
- Those working in the management function incorporating business development, corporate affairs, marketing and sales were the most likely to say that a lack of career guidance had been a barrier to their career progression, while managers working in facilities management, purchasing and contracting were the least likely to identify this as a barrier.
- Managers working in finance and accounting were the most likely to say that a lack of personal motivation and confidence had been a barrier to their career progression, while those working in facilities management, purchasing and contracting were the least likely to identify this as a barrier.
- Those working in facilities management, purchasing and contracting and in finance and accounting were the most likely to say that a lack of qualifications confidence had been a barrier to their career progression, while those working in IT and computing were the least likely to identify this as a barrier.

3.6 What managers mention first: job title, function or organisation?

Managers were asked to indicate what they would mention first to someone they had just met in a social environment: their job title, function or organisation. The top bar in Figure 3.9 gives the percentage distribution of responses given by all survey managers, while the rest of this chart shows the variations in responses across ethnic groups (as discussed in the ethnic origin sub-section of 3.6.1).

In all, 30 per cent of managers reported that they would mention their job title first when meeting someone in a social environment. A further 28 per cent said they would mention their function first, while over one-third (35 per cent) said it would be their organisation that they would mention first. A small proportion of managers (seven per cent) said that they would not mention work.

The following sections present information about how responses to this question varied across different sub-groups of managers.

3.6.1 Further analysis: differences between groups of managers

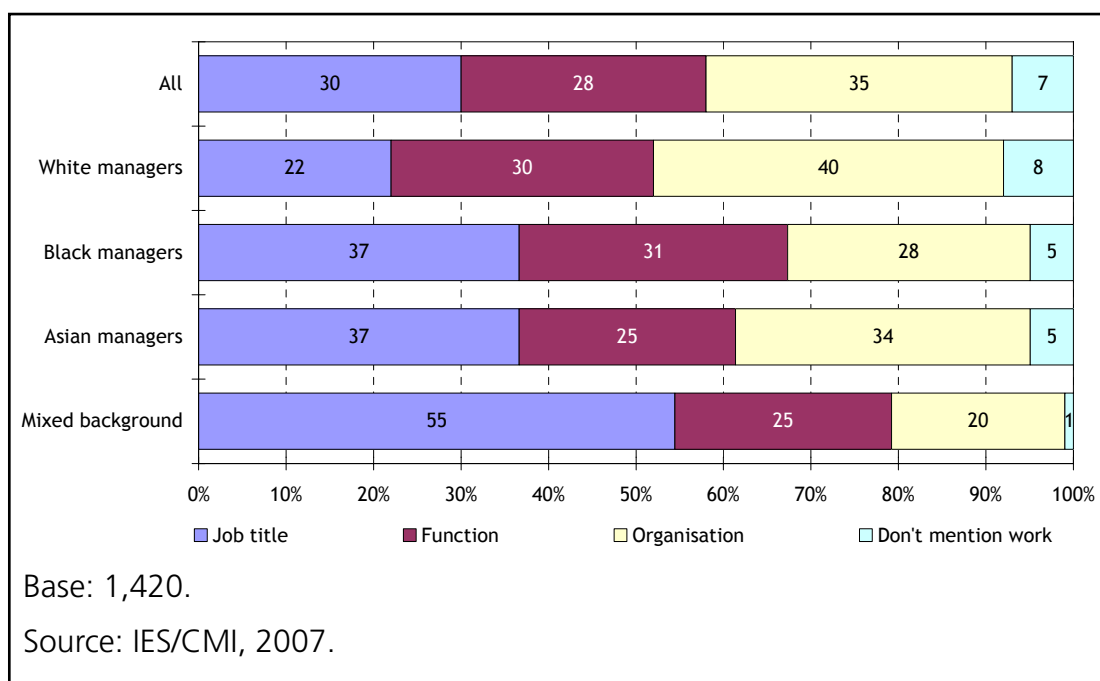
Age

The following differences were found across different age groups:

- Managers under 30 were the most likely group to mention their job title and least likely to mention their organisation.

- Those aged 50 and over were more likely than other age groups to mention their function as well as their organisation when asked about what they did for work.

Figure 3.9 What gets mentioned first, by ethnicity



Ethnic origin

Significant differences were found across ethnic groups regarding managers’ responses to the question about what aspect of their work they would mention first when asked in a social environment. These differences are presented in Figure 3.9.

- Managers who were from ethnic minority groups were significantly more likely than white managers to mention job title first (37 to 55 per cent, as compared to 22 per cent of white managers).
- Black managers were the most likely group to mention their function first, while white managers were the most likely to mention organisation first.
- Those from mixed backgrounds were the least likely group to mention organisation.

Status of contract

A number of differences were found in responses to this question according to the contractual status of survey managers.

- While those on temporary/fixed-term contracts were the most likely group to mention job title first (43 per cent), self-employed managers were the least likely to do so (19 per cent).

- Self-employed managers were more likely than those on permanent or fixed-term contracts to mention their function first (50 per cent compared with 27 per cent of those on permanent, and 28 per cent of fixed-term managers).
- Managers on permanent contracts were the most likely group to mention organisation first (38 per cent compared to 24 per cent of self-employed managers, and 19 per cent of those on fixed-term contracts).

Job level and organisational status

Significant differences were also found across different job levels:

- Junior managers were the most likely group to mention job title first when asked about what they did for work (34 per cent compared to 18 per cent of directors), while directors were the most likely group to mention their function (35 per cent compared to 25 per cent of junior managers).
- Directors were also the most likely to mention their organisation first (39 per cent compared to 34-35 per cent of managers at other levels).
- Those working in charities and not-for-profit organisations were the most likely to mention their organisation first (42 per cent), while managers working in the private sector were the least likely group to do so (32 per cent).

4 Job search behaviours

4.1 Current job search activities

Managers participating in this survey were asked to indicate the extent to which they agreed with a number of statements relating to their current job search activities. They assigned a rating to each statement on a scale from 'strongly agree' to 'strongly disagree'. For the purpose of analysis, these ratings were collapsed into three response categories as follows:

- 1 – agree/strongly agree;
- 2 – neither agree nor disagree;
- 3 – disagree/strongly disagree.

The proportions of different ratings assigned to each statement across all survey managers are displayed in Table 4.1.

The results showed that overall, managers agreed most strongly with statements related to 'keeping an open mind' about future job or career moves. Sixty-seven per cent indicated that they regularly browsed relevant job adverts, while the same proportion indicated that they were happy with their current position but would consider a job move if 'the right offer' came along.

Table 4.1 Current job search activity (per cent)

	Agree or strongly agree	Neither	Disagree or strongly disagree
I am actively looking for a more senior managerial position	56	24	20
I would like to know what is out there so I look at job adverts for relevant positions quite regularly	67	16	17
I would like to keep my options open so I am registered with recruitment consultants	28	25	48
I am happy with my current position but I may get tempted if the right offer came along for a job move	67	13	20
If my personal circumstances changed (eg partner moving job etc), I would look for a suitable position then	42	31	28
I am content with my current employer and have no plans to move on	35	26	39

Base: 1,437. Non-responses are not included in the calculation of proportions.

Source: IES/CMI, 2007.

A little over half of managers (56 per cent) indicated that they were actively seeking a more senior managerial position; however, fewer than 30 cent of managers (28 per cent) were registered with recruitment consultants at the time of the survey.

Just over four in ten (42 per cent) said that they would look for a new position should their personal circumstances change (for example, their partner moving jobs), while just over one-third (35 per cent) stated that they were happy in their current employment and had no plans to move on at the present time.

The National Online Recruitment Audience Survey (NORAS) also asked participants which of the following statements most accurately described their situation:

- 1 – actively looking for first job;
- 2 – actively looking for a new job;
- 3 – actively looking for an additional job;
- 4 – open to opportunities;
- 5 – not planning to change jobs.

In all, two-thirds of the managers in the NORAS data indicated that they were either looking for a new job (59 per cent) or looking for an additional job (seven per cent). Over one in four (26 per cent) said they were open to opportunities, while only a small proportion (six per cent) were not planning to change jobs. After the methodological differences are taken into consideration, it is interesting that the proportions emerging from the survey data are quite representative of the figures shown in the NORAS data.

4.1.1 Further analysis: differences between groups of managers

The following sections present information about how current job search activities varied across different sub-groups of this survey.

Gender

Significant differences were found between male and female managers with regard to their current job search activities.

- Male managers were more likely than female managers to have reported to be actively looking for a more senior managerial position (60 per cent compared to 49 per cent of females). This was also the case with the managers in the NORAS data, as 62 per cent of males reported looking for a new job compared to 56 per cent of female managers.
- The survey results also showed that female managers were more likely than male managers to have reported that they would look for a new position if their personal circumstances changed (47 per cent compared to 39 per cent of males).

Age

Significant differences were found across age groups with regard to managers' current job search activities.

- Those in their 30s were the most likely to be actively seeking a more senior managerial position and to be browsing relevant job adverts, while those aged 50 and over were the least likely to be doing so.
- Managers aged under 30 were the most likely (67 per cent) to be registered with recruitment consultants, while those aged 50 and over (42 per cent) were the least likely to be registered.
- Managers aged 50 and over (48 per cent) were the most likely to say that they were content with their current employer and had no plans to move on, while those aged under 30 (24 per cent) were the least likely to say this.

Ethnic origin

Significant differences were also found across ethnic groups with regard to managers' current job search activities.

- Black and Asian managers (63 per cent and 64 per cent respectively) were the most likely to be actively looking for a more senior managerial position, while white managers (52 per cent) were the least likely to be doing so.
- Black and Asian managers (39 per cent and 36 per cent respectively) were more likely than those from white or mixed backgrounds (21 per cent and 20 per cent respectively) to be registered with recruitment consultants.

- Managers from black and mixed backgrounds (75 per cent and 69 per cent respectively) were the most likely to be browsing relevant job adverts, while white managers (63 per cent) were the least likely to be doing so.
- White managers (43 per cent) were the most likely to say that they were content with their current employer and had no plans to move on, while black managers (21 per cent) were the least likely to say this.

Caring responsibilities

Significant differences were found in current job search activities according to the care-giving responsibilities of managers.

- Managers who provided care for a dependent adult were more likely than non-care providers to be actively seeking a more senior managerial position.
- Those with dependent children were more likely than those without to be actively seeking a more senior managerial position and to be browsing relevant job adverts.

Job level

The results showed significant variations in current job search activities according to the job levels of managers.

- Junior and middle managers were the most likely to report that they like to know what is out there and regularly look for relevant positions, while directors were the least likely group to do so.
- Directors and senior managers were more likely than middle and junior managers to say that they were content with their current employer.

Size of organisation

Significant differences were found in current job search activities according to the size of managers' employing organisations.

- The larger their employing organisation, the more strongly managers agreed that they were actively looking for a more senior managerial position and that they browsed relevant job adverts.
- Those working in the smallest organisations (1-50 employees) and the largest (over 10,000 employees) were the most likely to say that they were content with their current employer and had no plans to move on.

Organisational status

Significant differences were found across organisational groups with regard to managers' current job search activities.

- Managers working in the public sector were the most likely to be browsing relevant job adverts, while those working in the private sector were the least likely to be doing so.

- Those working in the private sector were more likely than managers working in the public sector and in charities and not-for-profit organisations to be registered with recruitment consultants.
- Managers working in the private sector and in charities and not-for-profit organisations agreed more strongly than public sector based managers that they were content with their current employer and had no plans to move on.

Geographical location

The results showed significant differences across workplace locations with regard to managers' current job search behaviours.

- Managers based in Wales and in Northern Ireland were the most likely to be actively looking for a more senior managerial position, while those working in the North West were the least likely to be doing so.
- Those working in the West Midlands and in the East of England were more likely than managers in other locations to say they were browsing relevant job adverts, while managers in the North East were the least likely to be doing so.
- Managers based in London, in Scotland and in the South East were the most likely to say they were registered with recruitment consultants, while those based in Wales and in the North East were less likely to say this.
- Those based in the East and in the West Midlands were more likely to agree that they would get tempted if the right offer came along, while managers based in Scotland were the least likely to say this.
- Managers working in the East of England and in the North East were the most likely to agree that they were content with their current employer and had no plans to move on. Those based in London and in the West Midlands, on the other hand, were less likely to say this.

Organisational sector

Significant differences were found across organisational sectors with regard to managers' current job search activities.

- Managers working in sales, marketing and advertising, together with those working in uniformed and emergency services, were the most likely to be actively looking for a more senior managerial position, while those working in construction were the least likely to be doing so.
- Those working in computer and IT services and in the civil service were the most likely to be browsing relevant job adverts, while those working in construction were the least likely to be doing so.
- Managers working in sales, marketing and advertising, together with those working in the retail, tourism, hospitality and leisure industries, were the most likely to be registered with recruitment consultants, while those working in local government and construction were the least likely to be.

- Those working in construction and in uniformed and emergency services were the most likely to say that they were content with their current employer and had no plans to move on, while managers working in education, sales, marketing and advertising, and in the retail, tourism, hospitality and leisure industries were the least likely to say this.

Management function

Significant differences were found across management functions with regard to managers' current job search activities.

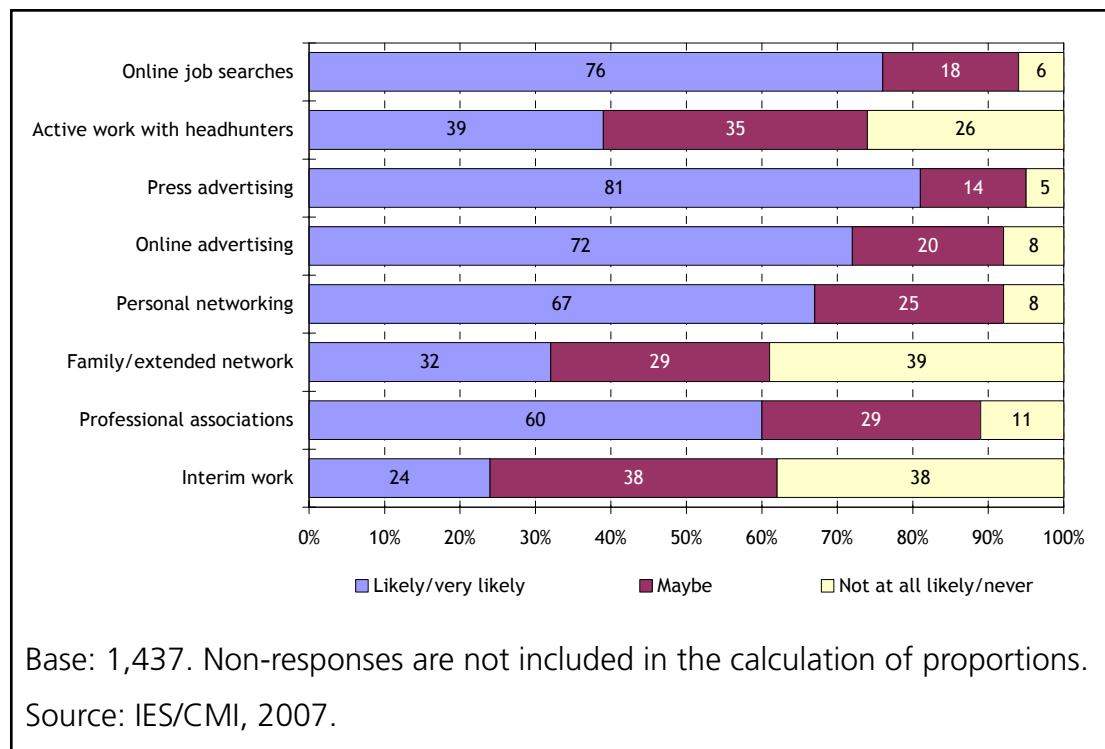
- Managers working in administration and management services, facilities management, purchasing and contracting, and IT and computing were the most likely to be actively looking for a more senior managerial position, while those working in management consultancy were the least likely to be doing so.
- Those working in administration and management services and in personnel and HR were the most likely to be browsing relevant job adverts, while managers working in management consultancy were the least likely to be doing so.
- Managers working in the management function incorporating business development, corporate affairs, marketing and sales were the most likely to be registered with recruitment consultants, while those working in production and operations management were the least likely to be.
- Those working in facilities management, purchasing and contracting, along with those working in management consultancy, were the most likely to say that they were content with their current employer and had no plans to move on, while those working in personnel and HR were the least likely to say this.

4.2 Job search methods used by managers

Managers were asked which methods they would use if they were looking for a new job. They assigned a rating to each job search method on a five-point scale ranging from 'never' to 'very likely'. For the purpose of analysis, these ratings were translated into numerical values as follows:

- 1 – never;
- 2 – not at all likely;
- 3 – maybe;
- 4 – likely;
- 5 – very likely.

Across the survey as a whole, 81 per cent of managers said that they would be likely or very likely to use press advertising. Seventy-six per cent cited online job searches as likely or very likely options, and 72 per cent reported that they would be likely or very likely to use online advertising. The proportions of ratings assigned to each search method used by managers are presented in Figure 4.1.

Figure 4.1 Job search methods used, by managers

As can be seen in Figure 4.1, 'interim work' was the method least likely to be used by the survey managers, as only 24 per cent reported that they would either be likely or very likely to use this method. This was followed by the options of 'family or extended network', which was mentioned by 32 per cent, and 'active work with head-hunters', which was cited by 39 per cent. While 67 per cent said that they would be either likely or very likely to use personal networking, 60 per cent mentioned 'professional associations' as the likely method that they would use if they were looking for a new post.

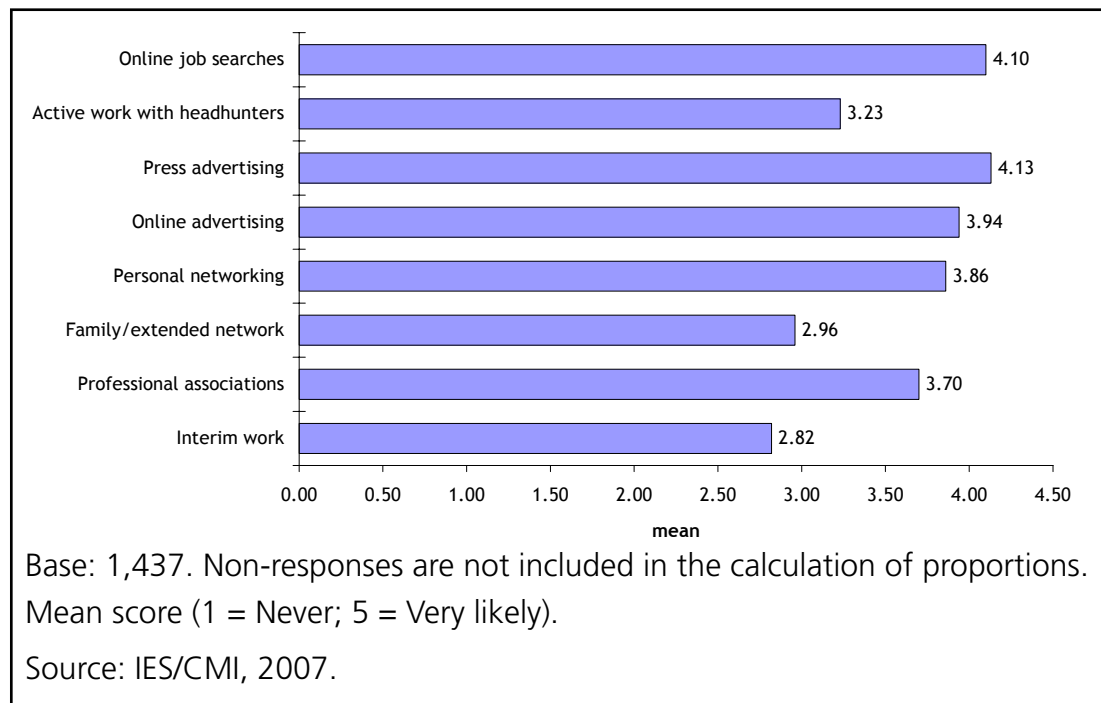
Although they were the less popular choices amongst managers, the options of 'interim work' and 'head-hunters' were not totally dismissed. Almost four in ten (38 per cent) mentioned 'interim work' and over one-third (35 per cent) cited 'active work with head-hunters' as possible choices.

4.2.1 Further analysis: differences between groups of managers

Because the distribution of proportions was spread over five response categories, comparing proportions of sub-groups did not always produce a coherent picture, especially when the sub-groups analysed included a large number of categories (as in the case of sector, management function or location). Therefore, the sub-group analyses were based on comparing the variations between groups in their mean (average) scores.

Figure 4.2 presents the mean scores for each method used by managers across the survey (using the scale of 1 = never, to 5 = very likely).

Figure 4.2 Job search methods used, by managers (average scores)



As expected, these average scores given in Figure 4.2 mirror the proportions obtained for each job search method across the survey, confirming the finding that while 'press advertising' was the most likely method mentioned by managers, 'interim work' was the least likely option they chose.

The following sections present information about the results of the sub-group analysis on job search choices.

Age

The following significant differences were found across different age groups in responses to the kind of job search methods used:

- Younger managers, those aged under 30, were more likely than those aged between 30 and 49 to report that they would use online job searches or look at online adverts if they were looking for a new job. Managers aged 50 and over were the least likely group to say they would use these methods.
- Managers aged between 30 and 49 were more likely than those in the youngest and the oldest age groups to say they would look at press adverts as part of their job search method.
- The youngest age groups in the survey were more likely to report that they would use a family or extended network as part of their search methods.

Gender

The results of the sub-group analysis on job search methods showed the following significant differences between genders:

- Male managers were more likely than female managers to say they would be working with head-hunters as part of their job search if they were looking for a new job.
- Female managers, on the other hand, were more likely to say that they would be looking at press and online adverts.

Disability status

The results of the sub-group analysis between non-disabled managers and those with a disability in responses on job search methods, showed one statistically significant difference:

- Managers with a long-term health condition or disability were more likely to report that they would use professional associations if looking for a new job.

Ethnic origin

Table 4.2 shows how responses to job-search methods varied across ethnic groups in the survey.

Table 4.2 Job search methods used, by ethnic groups (average scores)

	White	Black	Asian	Mixed background
Online job searches	4.01	4.29	4.22	3.98
Active work with head-hunters	3.20	3.33	3.23	3.18
Press advertising	4.10	4.30	4.04	4.03
Online advertising	3.85	4.12	3.95	3.90
Personal networking	3.86	3.83	3.84	3.81
Family/extended network	2.90	3.13	3.00	2.86
Professional associations	3.62	3.94	3.72	3.44
Interim work	2.69	3.10	2.96	2.70

Base: 1,437. Non-responses are not included in the calculation of proportions. Mean score (1 = Strongly disagree; 5 = Strongly agree).

Source: IES/CMI, 2007.

- Black and Asian managers were more likely than those from white or mixed backgrounds to say that they would use online job searches.
- Black managers were most likely to say they would look at press and online adverts, as well as use professional associations if looking for a new job.
- Taking advantage of a family or extended network was not a popular choice among survey managers as a whole, but this was an even less likely choice among those from white or mixed backgrounds.
- Survey managers as a whole were not that keen on interim work as part of their job search methods but black managers were more likely to say they would use this method if they were looking for a new job.

- Although black managers seemed more likely to report that they would use head-hunters, this finding was not statistically significant.
- There were no significant differences in responses to the likely use of personal networking either.

Job level

- Junior and middle managers were more likely to report that they would use online job searches and press advertising if they were looking for a new job.
- Directors and senior managers were more likely to report that head-hunters and personal networking would be the more likely choices for them.
- Family networks and interim work would be the most likely methods that junior managers would use if they were looking for a new job.

Organisational status

The results of the sub-group analysis on job search methods showed the following significant differences across organisational groups in the survey:

- Managers working in private sector organisations were the most likely group to report that they would use head-hunters, personal networking, or family and extended networks as part of their job search methods.
- Those in public sector organisations were the most likely group to say they would look at online adverts.
- Looking at press adverts would be the most likely method for managers working in charity/not-for-profit organisations.

Geographical location

The following significant differences were found across the geographical locations in responses to job search methods used:

- Managers in the East Midlands, followed by those in Northern Ireland were the most likely to say they would work with head-hunters if looking for a new job, while those in the North East, in the West, and in the West Midlands, were the least likely groups to say this.
- Managers in London and in the North East were the most likely groups to report 'interim work' as their likely choice of job search method, while those in the East of England and in Scotland were least likely to do so.

Sector

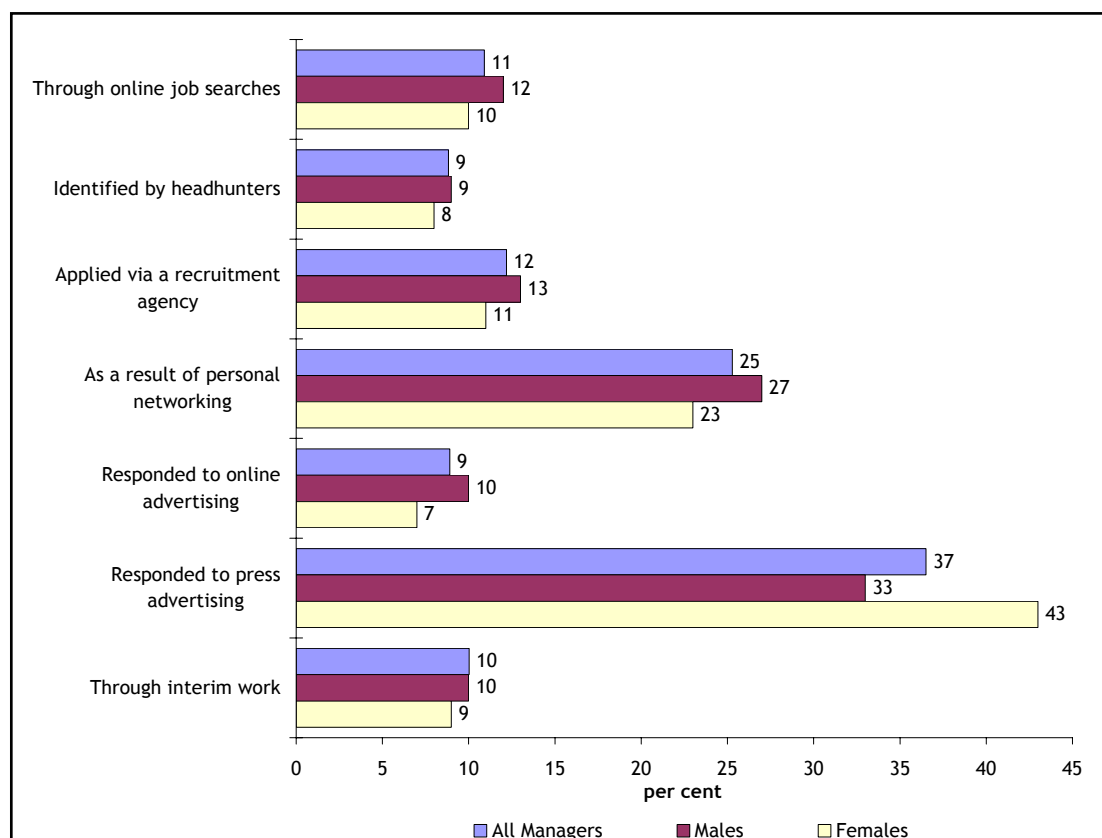
- Managers working in utilities and in banking, insurance and other business services were significantly more likely than all the other sectoral groups to report they would work with head-hunters. This would be the least likely choice for managers in local government and those in health and social care.

- Those in local government, in education and in the civil service were the most likely groups to say they would look at press adverts, if looking for a new job. This would be the least likely choice for those in banking and those in computer and IT services.
- Looking at online adverts was the most likely method for those working in sales, marketing and advertising, followed by those working in education. Online adverts were the least popular choice for managers in construction.

4.3 How managers found their current job

Managers were asked to indicate which job search methods they had used to find their current job by nominating all the options that applied to them. Figure 4.3: presents the proportions provided by all managers and also shows the response variations between genders.

Figure 4.3 How managers found current job?*



Base: All managers, 1,404; Males, 878; Females, 524. * These responses sum to more than 100 per cent as this was a multiple response question which allows respondents to tick all that apply.

Source: IES/CMI, 2007.

As the top bars in Figure 4.3 show, more than one-third of all survey managers (37 per cent) said that they had found their current job by responding to press advertising. This was followed by personal networking (25 per cent), and just over one in ten (12 per cent) said they had applied via a recruitment agency.

There were some interesting variations in response categories between genders. While female managers were more likely than male managers to report that they found their job by responding to press advertising, males were more likely to say they found their post as a result of personal networking.

The percentage distribution of responses also showed the following sub-group variations with regard to how managers found their current job:

- The proportion of managers who reported using online searches to find current positions showed a notable decrease with age; while 27 per cent of those aged under 30 said they had found their current jobs through online searches, only three per cent of managers aged 50 and over reported to have done so. This was 14 per cent for those aged 30 to 39 and eight per cent for managers aged 40 to 49. The proportions of those reporting that they had responded to online advertising to find their current jobs were also consistent with this, as younger managers were much more likely to have reported this method. However, the trend for the use of press advertising was in the opposite direction to that of online searches; 18 per cent of managers aged under 30 reported that they had responded to press adverts to find current jobs, while 44 per cent of managers aged over 50 reported to have done so. The proportion for the use of press advertising for those aged 30 to 49 was 37 per cent.
- Managers from mixed ethnic backgrounds were notably more likely to report that they had found their current job as a result of personal networking (35 per cent); 30 per cent of Asian managers and 27 per cent of white managers reported to have found their current job in this way, while 19 per cent of black managers reported to have used personal networking to find their current job. There were also notable variations across ethnic groups with regard to the use of online searches to find their current job; eight per cent of white managers and 12 per cent of black managers reported using online searches, while 18 per cent of Asian managers and 17 per cent of mixed race managers reported using this method to find their current job. The use of press advertising was more popular among white and black managers (39 per cent and 37 per cent respectively), while 29 per cent of Asian managers and 26 per cent of mixed race managers reported using press adverts to find their current job.

- Managers working in the private sector organisations were most likely to report finding their current job as a result of personal networking (33 per cent compared to 18 per cent of those in charities, and 18 per cent of those in public sector organisations), as well as via recruitment agencies (18 per cent compared to seven per cent of managers working in charities, and six per cent of those in public sector organisations). They were, however, least likely to report using press advertising to find their current job; 22 per cent of managers in the private sector compared to 51 per cent of those in charities, and 49 per cent in the public sector, reported finding their current job by responding to press adverts.
- Managers working in management consultancy were least likely to report responding to press advertising to find their current job (14 per cent), while those in facilities management, purchasing or contracting (46 per cent), together with those in production/operations (44 per cent) were most likely to have done so.
- Those working in London (15 per cent), together with those in the North East (15 per cent) and in Scotland (14 per cent), were the most likely groups to report that they had found their current job through online searches, while managers in the East of England (five per cent) and in Wales (four per cent) were the least likely groups to have done so.

4.4 The findings of the NORAS data on job searches

As discussed in Section 4.2, after the use of press advertising, online job searches and online advertising were the second and third choices for managers in this survey. As an online survey, NORAS includes a representative sample of the UK online job seekers. Therefore, it is important that NORAS' findings are presented here to provide a context for the results of this survey.

In terms of the use of the Internet, the NORAS data show that three-quarters of participating managers use the Internet every day; 81 per cent of mixed race, 72 per cent of Asian and 67 per cent of black managers report using the Internet everyday. While 78 per cent of all managers have access to a desktop computer, 73 per cent have access to a laptop. Managers with a registered disability are less likely to have access to a desktop computer, as well as to a laptop.

Forty-eight per cent of all managers in the NORAS data visit up to three recruitment sites while actively searching for jobs. Forty per cent of managers register their CV on the online recruitment sites; male managers are more likely than female managers to do so (45 per cent compared to 33 per cent). While 36 per cent of managers in NORAS register for job alerts by email (men more likely than women to do so), 24 per cent use online recruitment sites to obtain information about potential employers. Thirty-one per cent report using online recruitment sites to make salary comparisons (women more likely than men to do so).

Seventy-eight per cent of managers say they applied for jobs that they had found on the Internet (80 per cent of men; 75 per cent women); 83 per cent of black managers applied.

Although it seems that male managers are more active in their use of the Internet for job searches, female managers also report using online job searches quite regularly. The NORAS proportions for online searches seem to be in men's favour but they are not based on significance testing. Furthermore, one needs to bear in mind that compared to female managers, higher proportions of male managers in the NORAS data are actively job seeking. It would therefore be misleading to state that women would be disadvantaged if an employer decides to use online advertising only. Similar trends are also apparent between non-disabled managers and those with a disability. In terms of ethnic groups, the trends in the NORAS data are far from conclusive. While higher proportions of white managers report using online searches, those from ethnic minorities tend to be more likely to apply for jobs they find on the Internet.

However, these findings do not have any implications for the use of press advertising in managers' job searches. As also indicated by the NORAS data, the use of online advertising and online job searches does not cancel out the importance of press advertising or job searches. As many as 50 per cent of managers in the NORAS data report that they look at national papers when searching for jobs. The Guardian seems to be the most popular choice, as 34 per cent of all managers and 48 per cent of women report using the Guardian for their job searches. The other national papers mentioned are The Times (cited by 25 per cent) and The Daily Telegraph (24 per cent).

5 Influential factors in a new job

5.1 What attracts managers the most in a new job?

Managers were asked to choose which top three factors would attract them the most in a new job from a list that covered a range of job-related aspects. Table 5.1 presents the findings on this question.

Table 5.1 Three most important factors in a new job* (per cent)

	All managers	Males	Females
Challenging and interesting work	56	55	58
Working for a good employer	37	36	39
Better remuneration package	37	39	32
Ability to make a difference	34	33	34
Better work-life balance	23	19	27
Ability to influence strategic decisions	23	25	21
Job security	22	21	22
Good progression opportunities	22	24	20
Managerial autonomy	15	17	12
Reasonable travel time to work	15	11	23
Ability to use specialist expertise	10	10	9
An innovative environment	10	10	9
More responsibility	7	8	6
Better pension	6	6	6
Commitment to diversity	6	6	6
High personal profile	5	5	4
A good physical environment	4	3	5
Belief in the public agenda	3	4	3

Base: 1,406. * These responses sum to more than 100 per cent as this was a multiple response question which allows respondents to tick all that apply.

Source: IES/CMI, 2007.

As can be seen in the first column of Table 5.1, more than half of all managers (56 per cent) gave 'challenging and interesting work' as one of the most important factors that would attract them in a new job. Thirty-seven per cent said working for a good employer was important and the same proportion of managers mentioned 'better remuneration', while over one-third (34 per cent) cited 'ability to make a difference'.

The figures in Table 5.1 are a percentage distribution of managers' responses within genders, and they are based on multiple responses, not the results of significance testing. However, they give a good indication of how responses varied by gender.

5.1.1 Further analysis: differences between groups of managers

Gender

As indicated by the proportions given in Table 5.1, male managers seemed more likely to give 'better remuneration' (39 per cent, as opposed to 32 per cent of female managers), 'ability to influence strategic decisions' (25 per cent, as compared to 21 per cent), 'good progression opportunities' (24 per cent, as compared to 20 per cent) and 'managerial autonomy' (17 per cent, as compared to 12 per cent) as factors that would attract them the most in a new job. In contrast, female managers were more likely to mention 'better work-life balance' (27 per cent, as opposed to 19 per cent of male managers) and 'reasonable travel time to work' (23 per cent, as opposed to 11 per cent) as factors attracting them. There were also slightly higher proportions of female managers citing 'challenging and interesting work' (58 per cent compared with 55 per cent of males) and 'working for a good employer' (39 per cent compared with 36 per cent of males) as attracting factors for them.

Ethnicity

There were also notable differences across ethnic groups in terms of what would attract them in a new job.

- White managers were more likely to rate better remuneration (41 per cent, as compared to 31 to 32 per cent of ethnic minority managers) and managerial autonomy (17 per cent, as compared to 11 to 13 per cent of ethnic minority managers) and least likely to choose commitment to diversity (three per cent, as compared to seven to 12 per cent of those from ethnic minorities). They were also less likely than other ethnic groups to say working for a good employer (34 per cent, as compared to 37 to 49 per cent of ethnic minority managers)..
- Black managers were more likely than other ethnic groups to cite good progression opportunities (33 per cent) and job security (30 per cent), which were both cited by 22 per cent of all managers.
- Asian managers were more likely than other ethnic groups to say working for a good employer (49 per cent), but least likely to say ability to influence strategic decisions (17 per cent).

- Managers from mixed backgrounds were most likely to say challenging work (63 per cent) and high personal profile (cited by nine per cent of those from mixed backgrounds, as compared to five per cent of all managers).
- White managers, along with black managers (cited by 24 per cent of both groups), were more likely than other ethnic groups to mention better work-life balance (cited by 17 per cent of Asian and 19 per cent of those from mixed backgrounds) as an influential factor in a new job.

Having a disability

Some variations were found between managers with a disability and those without in terms of their responses to what would attract them the most in a new job.

- Non-disabled managers were more likely to cite challenging work (57 per cent, as compared to 48 per cent of those with a disability), better remuneration (38 per cent, as compared to 30 per cent) and job security (22 per cent, as compared to 16 per cent) as factors attracting them.
- Managers with a disability were more likely than non-disabled managers to say ability to influence strategic decisions (29 per cent, as compared to 23 per cent), ability to use specialist expertise (12 per cent, as compared to nine per cent), and commitment to diversity (nine per cent, as compared to five per cent).

Age

- Those aged under 30 were more likely than managers in other age groups to mention 'working for a good employer', 'challenging and interesting work' and 'more responsibility' as the factors that would attract them in a new job.
- Managers in older age bands (those aged 40 to 49 as well as those over 50) were more likely than managers in younger age groups to cite 'managerial autonomy' as one of the most important factors that would attract them.
- 'Good progression opportunities' was most frequently mentioned by managers aged 30 to 39, while 'better work-life balance' was mentioned the most by those aged 40 to 49.
- As expected, 'better pension' was cited more frequently by managers aged 50 or over.

Sector

There were some differences across organisational sectors with regard to managers' rating of what they would consider as attracting factors in a new job.

- Managers working in utilities, manufacturing, sales/marketing/advertising and those in banking/insurance/finance or other businesses were more likely to mention 'better remuneration package', in that order.
- Those in transport and in engineering, as well as managers in uniformed/emergency services, were more likely to say 'challenging and interesting work', in that order.

- Managers in computer/IT services, manufacturing and transport were more likely to cite 'ability to make a difference', in that order.
- Having 'job security' was cited more frequently by those working in the civil service and health/social care, in that order.
- 'Better work-life balance' was mentioned more often by managers who worked in construction, computer/IT services and utilities, in that order.
- Managers in sales and marketing and in education were more likely to cite 'good progression opportunities', in that order.
- Those in the civil service and in local government were more likely than managers in other industrial sectors to give 'belief in public agenda' as a factor that would attract them to a new job.

Geographical location

There were some variations across geographical locations with regard to what managers considered as attracting factors in a new job.

- For those working in Yorkshire and Humberside and those in Wales, having challenging and interesting work was the most important factor.
- Having managerial autonomy was the most frequently cited factor by managers in the East Midlands and the North East.
- Managers in Northern Ireland and the North West were more likely than managers in other regions to mention 'ability to make a difference' and 'job security'.
- Those based in London and Scotland were more likely than managers in other locations to cite 'good progression opportunities' as an important factor in a new job.
- Managers based in Northern Ireland, Scotland and the South East were more likely to mention 'high personal profile'.

5.2 Would managers be willing to relocate?

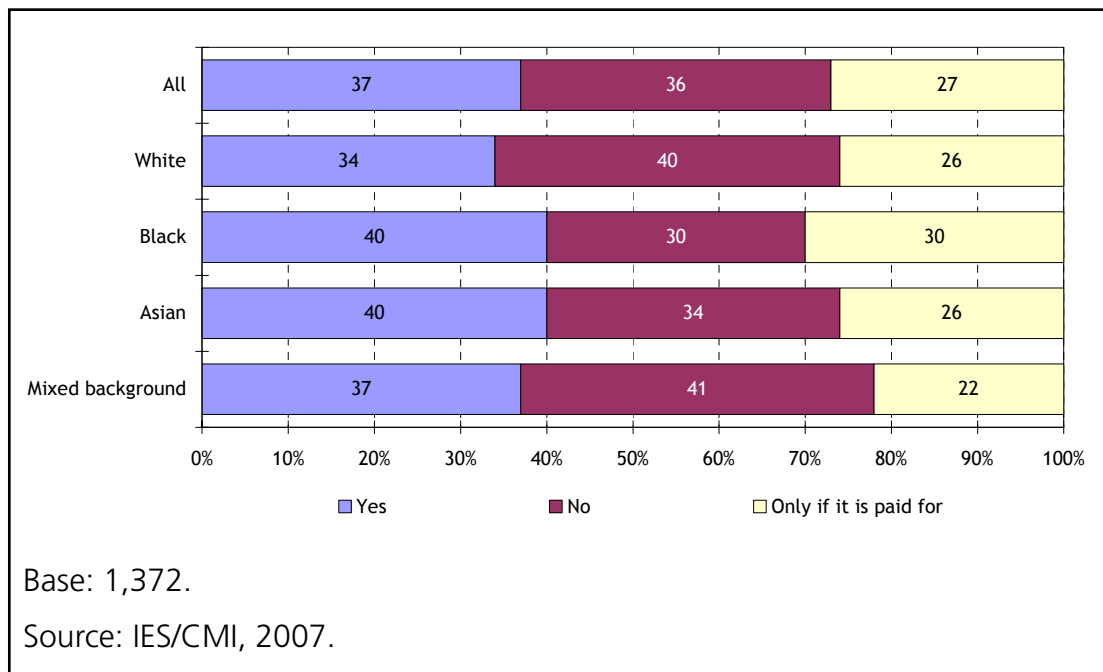
Managers were asked if they would be willing to relocate for a new job. There were very similar proportions of 'yes' and 'no' responses to this question. While 37 per cent said they would be willing to relocate, 36 per cent said they would not consider it, and over a quarter of managers (27 per cent) said they would only consider relocating if it was paid for as part of the package.

The results of the sub-group analysis showed the following significant differences in managers' responses to the relocation question:

- Male managers were significantly more likely than female managers to report that they would be willing to relocate for a new job (43 per cent compared to 27 per cent of female managers).

- Managers aged under 30 and those aged between 30 and 39 were more likely than other age groups to say they would consider a relocation (45 and 41 per cent respectively).
- Managers on permanent contracts were the most likely to state that they would be willing to relocate only if it was paid for as part of the package, while self-employed managers were the least likely to say this. Those on temporary or fixed-term contracts were the most likely to say 'yes' to a relocation.
- Those with caring responsibilities for a dependent adult were more likely than those without such responsibilities to say they would consider relocating.
- Black and Asian managers were the most likely to say 'yes' to considering a relocation for a new job, as given in Figure 5.1. When the ethnic group categories are broken down further, the findings show that Chinese and black African managers were the most likely to say 'yes' to considering a relocation. Managers from a mixed background, along with white managers, on the other hand, were the most likely to say 'no' to relocating. Black Caribbean and Indian managers were the most likely groups to report that they would consider relocating only if it was paid for as part of the package.

Figure 5.1 Would you consider relocating for a new job?



- Managers working in smaller organisations with 51 to 250 employees were the most likely to consider a relocation, while those in larger organisation with 5,000 to 10,000 employees were the least likely group. However, managers in these large organisations were the most likely to say that they would be willing to relocate only if it was paid for.

- Managers from the private sector were more likely than those in the public sector to consider relocating for a new job.
- Managers based in Northern Ireland were the most likely to consider relocating, while those working in Wales and in the West Midlands were the least likely. Managers in the East Midlands were more likely to say they would consider it only if it was paid for.
- Those working in the uniformed/emergency services sector, in manufacturing, and in sales and marketing were more likely than the managers in other sectors to say they would consider relocating. Managers in engineering and in banking and finance were the least likely to consider a relocation, while those in utilities and in engineering were the most likely to consider this option only if it was paid for as part of the package.
- Managers in production/operations and in IT/computing management functions were the most likely to consider a relocation option in a new job, while those in finance/accounting, together with those in personnel/HR were the least likely. Those working in production/operations were the most likely group to consider relocating only if it was paid for as part of the package.

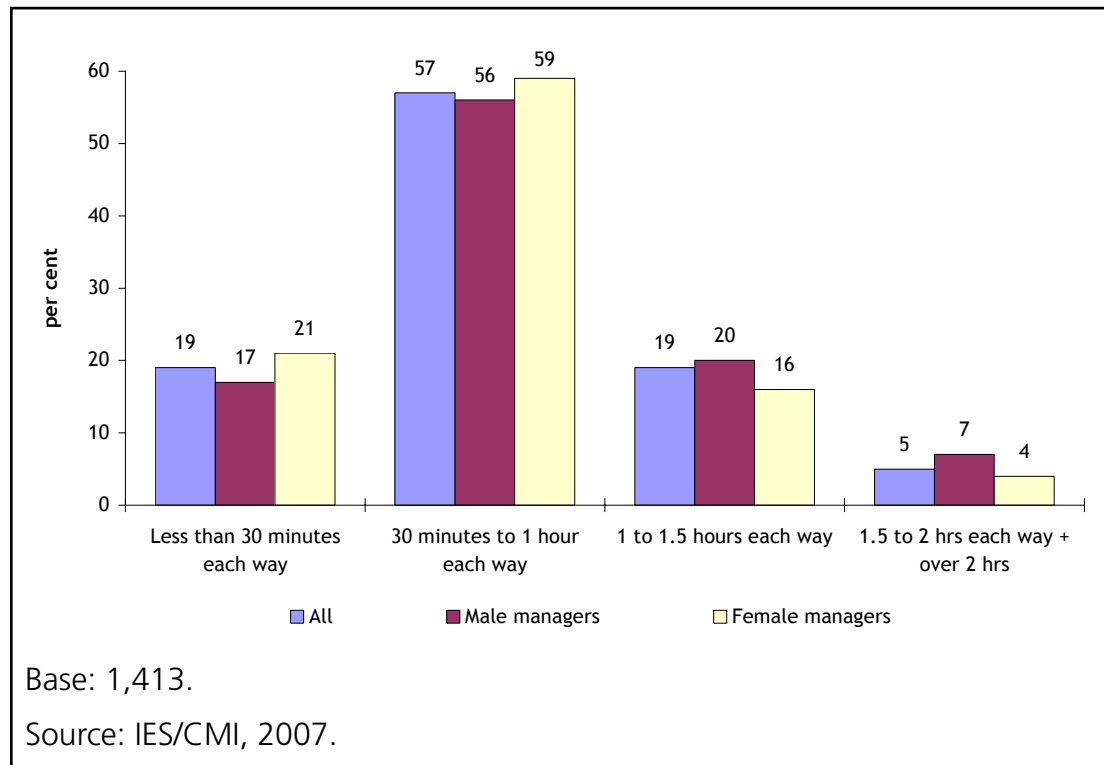
5.3 What commute time would they be willing to consider?

Managers were asked to indicate what commute time they would be willing to consider in a new job on the basis of the following options:

- less than 30 minutes each way;
- 30 minutes to 1 hour each way;
- 1 to 1.5 hours each way;
- 1.5 to 2 hours each way;
- more than 2 hours each way.

Figure 5.2 displays the proportions indicating each of these commute times.

Figure 5.2 What commute time managers would be willing to consider, by gender



In all, 19 per cent said they would be happy with less than 30 minutes each way, more than half (57 per cent) said '30 minutes to one hour each way' was acceptable, while a further 19 per cent were happy with 1 to 1.5 hours commute time. Those who agreed that they would be willing to commute '1.5 to 2 hours each way' were in the minority, as less than five per cent gave this answer and just over one per cent of managers reported that they would be happy with more than two hours each way. As the last two response categories included such small numbers, they were combined to provide a large enough response category for the sub-group analysis.

The following significant differences were found between sub-groups of this survey:

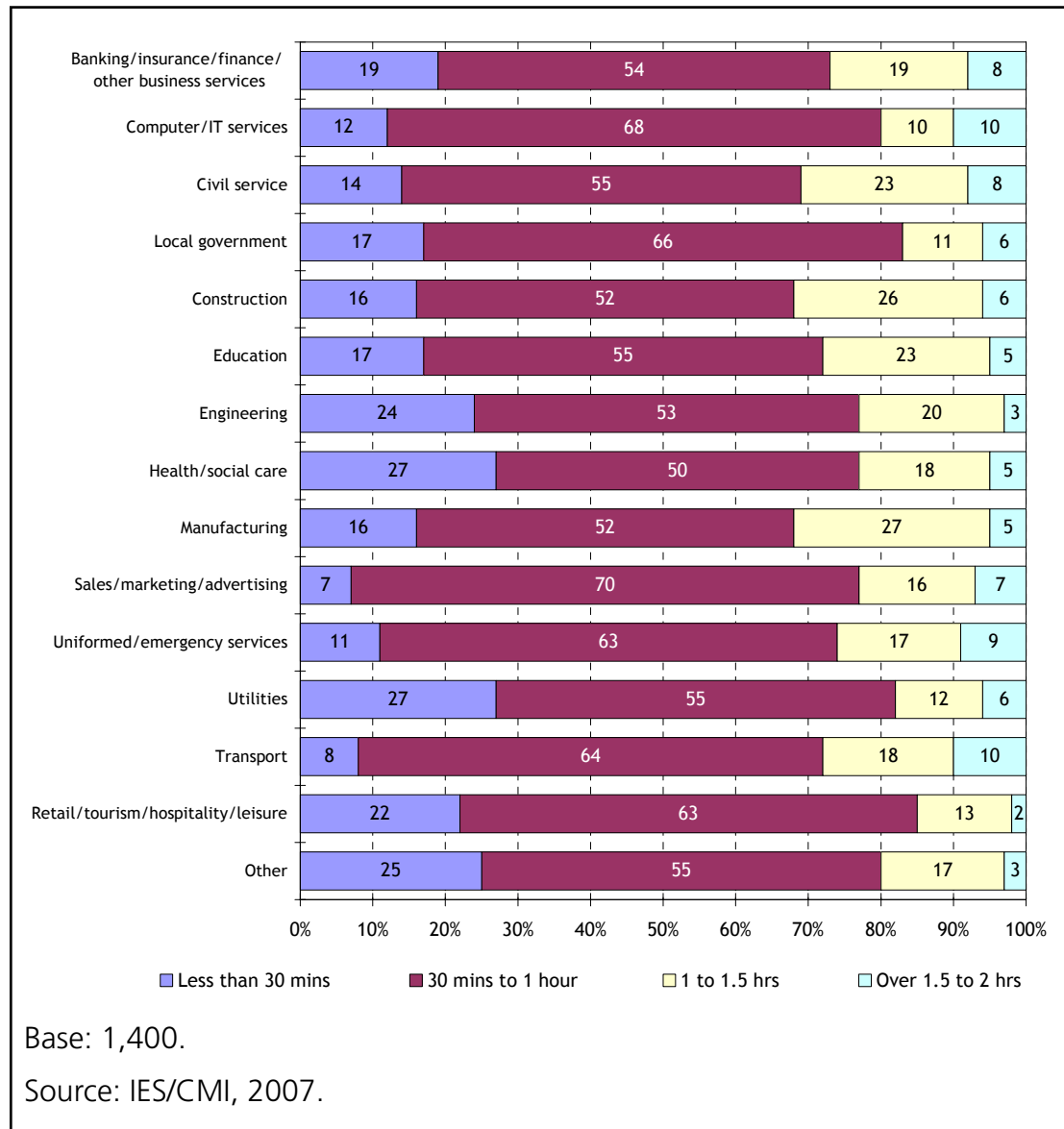
- Male managers (as can be seen in Figure 5.2) were more likely than female managers to say they would be willing to commute longer distances, as 20 per cent of males indicated '1 to 1.5 hours each way', while 16 per cent of females were happy with this distance.
- Self-employed managers were the most likely group to say they would be happy with the commute time of less than 30 minutes each way, but they were also the most likely managers to say they would be willing to consider a commute time of more than 1.5 hours each way. Managers on temporary or fixed-term contracts were most likely to favour the commute time of 30 minutes to one hour each way.

- Part-time managers in this survey were more likely than those working full-time to favour shorter commute times.
- Managers who provided care for a dependent adult were also more likely to report that they would favour shorter rather than longer commutes.
- Asian managers were least likely to say they would consider longer commute distances, while those from mixed backgrounds were more likely to prefer the commute time of 30 minutes to one hour each way, and were the least likely group to choose the longest distance of over 1.5 hours each way.
- Junior and middle managers were most likely to say they would be willing to consider the commute time of 30 minutes to one hour each way, while directors were the most likely group to consider the longest commute distance of over 1.5 hours, and senior managers to consider one hour to 1.5 hours each way.
- Consistent with the job levels, the analysis on managers' salary levels showed that those earning more than £75,000 a year were the most likely group to say they would be willing to consider the longest commute time.

In terms of industrial sectors, as can be seen in Figure 5.3, managers working in utilities, in health/social care and in engineering were the most likely groups to prefer the shortest commute time of less than 30 minutes each way.

Managers in sales and marketing, in computer/IT services, and in local government were the most likely to say they would be happy with the commute time of 30 minutes to one hour. Managers in manufacturing and in construction, together with those in education and in the civil service were more likely to report that they would consider the commute time of 1 to 1.5 hours. Those working in transport and in uniformed/emergency services were the most likely groups to consider the longest commute time of over 1.5 hours each way.

Figure 5.3 What commute time managers would be willing to consider, by sector



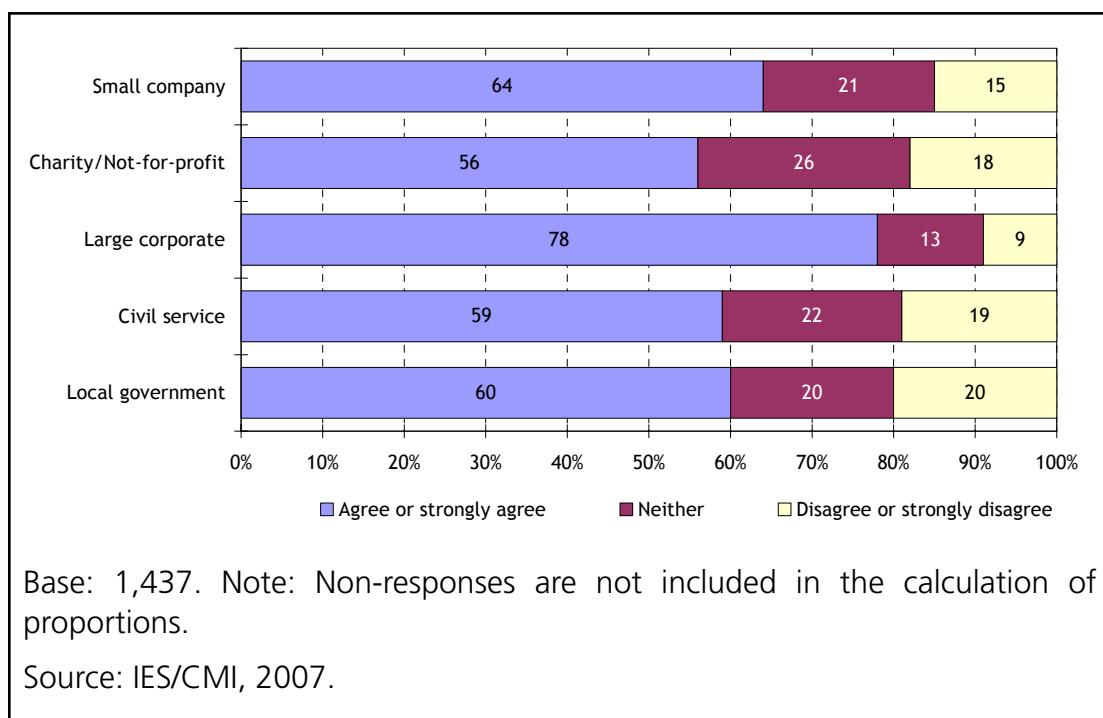
5.4 Attitudes towards working in different types of organisations

Managers were asked to indicate how far they agreed or disagreed that they would consider working in five different organisations, including small company, charity/not-for-profit, large corporate, civil service and local government. They assigned a rating for each of these five organisations on a five-point scale ranging from 'strongly agree' to 'strongly disagree'. For the purpose of analysis, these ratings were translated into numerical values as follows:

- 1 – strongly disagree;
- 2 – disagree;
- 3 – neither agree nor disagree;
- 4 – agree;
- 5 – strongly agree.

Across the survey as a whole, 78 per cent of managers either agreed or strongly agreed that they would consider working in a large corporate organisation, while 64 per cent agreed or strongly agreed that they would consider working in a small company. Sixty per cent of managers agreed or strongly agreed that they would consider working in local government, and 59 per cent said that they would consider working in the civil service. The proportions of ratings assigned to each organisation are presented in Figure 5.4.

Figure 5.4 Would managers consider working in...?



As can be seen in Figure 5.4, over half (56 per cent) of all survey managers either agreed or strongly agreed that they would consider working in charity, and the highest proportions of those who indicated the 'neither' category were also within this organisational type, as over a quarter (26 per cent) of managers were unsure about whether they would consider working in charity/not-for-profit organisations.

5.4.1 Further analysis: differences between groups of managers

Because the distribution of proportions was spread over five response categories, comparing proportions of sub-groups did not always produce a coherent picture, especially when the sub-groups analysed included a large number of categories (such as sector, management function, or location). Therefore, the sub-group analyses were based on comparing the variations between groups in their mean (average) scores.

The first column of Table 5.2 presents the ratings indicated for each organisation by managers across the survey (using the scale of 1 = strongly disagree, to 5 = strongly agree).

Table 5.2 Attitudes towards working in different organisations, by ethnicity (mean scores)

	All	White managers	Black managers	Asian managers	Mixed background
Small company	3.64	3.71	3.56	3.46	3.66
Charity/Not-for-profit	3.53	3.51	3.66	3.40	3.55
Large corporate	3.95	3.89	4.06	4.05	3.94
Civil service	3.50	3.34	3.74	3.71	3.66
Local government	3.51	3.32	3.84	3.71	3.50

Base: 1,437. Note: Non-responses are not included in the calculation of averages.

Source: IES/CMI, 2007.

As can be seen in Table 5.2, the average scores of the ratings obtained for all managers (in the first column of the table) mirror the percentage distributions of these ratings. Managers indicated that 'large corporate organisations' were their first choice and this was followed by small companies, with the civil service and local government being at the bottom of the list.

The results of the sub-group analysis showed significant variations in responses to attitudes towards working in these different organisations. Table 5.2 presents the differences in responses between ethnic groups in the survey.

Ethnic origin

The findings indicated that white managers and those from mixed ethnic backgrounds were more likely than black managers and Asian managers to say they would consider working in small organisations.

White managers were the least likely group to agree they would consider working in the civil service or in local government, while black managers and Asian managers were the most likely group to say they would consider working in these two organisations. Black managers and Asian managers were also more likely than other ethnic groups to say they would consider working in large corporate organisations.

Black managers were most likely to agree they would consider working in charity/not-for-profit organisations, while Asian managers were the least likely group to say they would consider working in this type of organisation.

Gender

Female managers were significantly more likely to say they would consider working in charities, in the civil service or in local government, while male managers were more likely to say they would consider working in large corporate organisations.

Age

- Younger and older managers (those aged under 30 and those aged 50 and over) were more likely to say they would consider working in small organisations.
- There was a significant decrease with age in managers' attitude towards working in large corporate organisations, as the highest average scores were obtained for those aged under 30 and the lowest for managers aged over 50.
- Managers in their 30s, followed by those in their 40s, were more likely to report considering a career in the civil service or in local government, while those aged under 30 and those aged over 50 were less likely to say they would consider working in these organisations.

Disability

- Non-disabled managers were significantly more likely to say that they would consider working in large corporate organisations.
- Those with a long-term health condition or disability seemed more likely to say that they would consider working in the civil service or in local government but these differences were not statistically significant.

Job level and salary

- Directors and senior managers were more likely than middle or junior managers to report they would consider working in small companies. Conversely, middle or junior managers were significantly more likely to say they would consider working in large corporate organisations.
- Middle managers and junior managers were significantly more likely to say they would consider working in the civil service or in local government. Directors were the least likely job group to say that they would consider work either in the civil service or in local government.
- These findings were, of course, strongly related to managers' pay levels, as those with an annual salary of more than £50,000 were less likely to report that they would consider working in the civil service or in local government.
- Managers with an annual salary of more than £50,000 were less likely to say they would consider working in charity/not-for-profit organisations.

- Interestingly, there were no significant differences between different salary levels with regard to working in small or in large corporate organisations.

Organisational status

The results of the sub-group analysis on attitudes towards working in different organisations showed the following significant differences across organisational groups in the survey:

- Managers working in private sector organisations were most likely to report that they would consider working in small companies or in large corporate organisations. They were, however, the least likely organisational group to say they would consider working in the civil sector, or in local government, or in charity/not-for-profit organisations, and in that order.
- Those working in charity/not-for-profit organisations were most likely to say they would consider working in this kind of organisation again.
- Managers working in the public sector were the most likely organisational group to report that they would consider work in the civil service or in local government.

Geographical location

The following significant differences in attitudes towards working in different organisations were found across geographical locations:

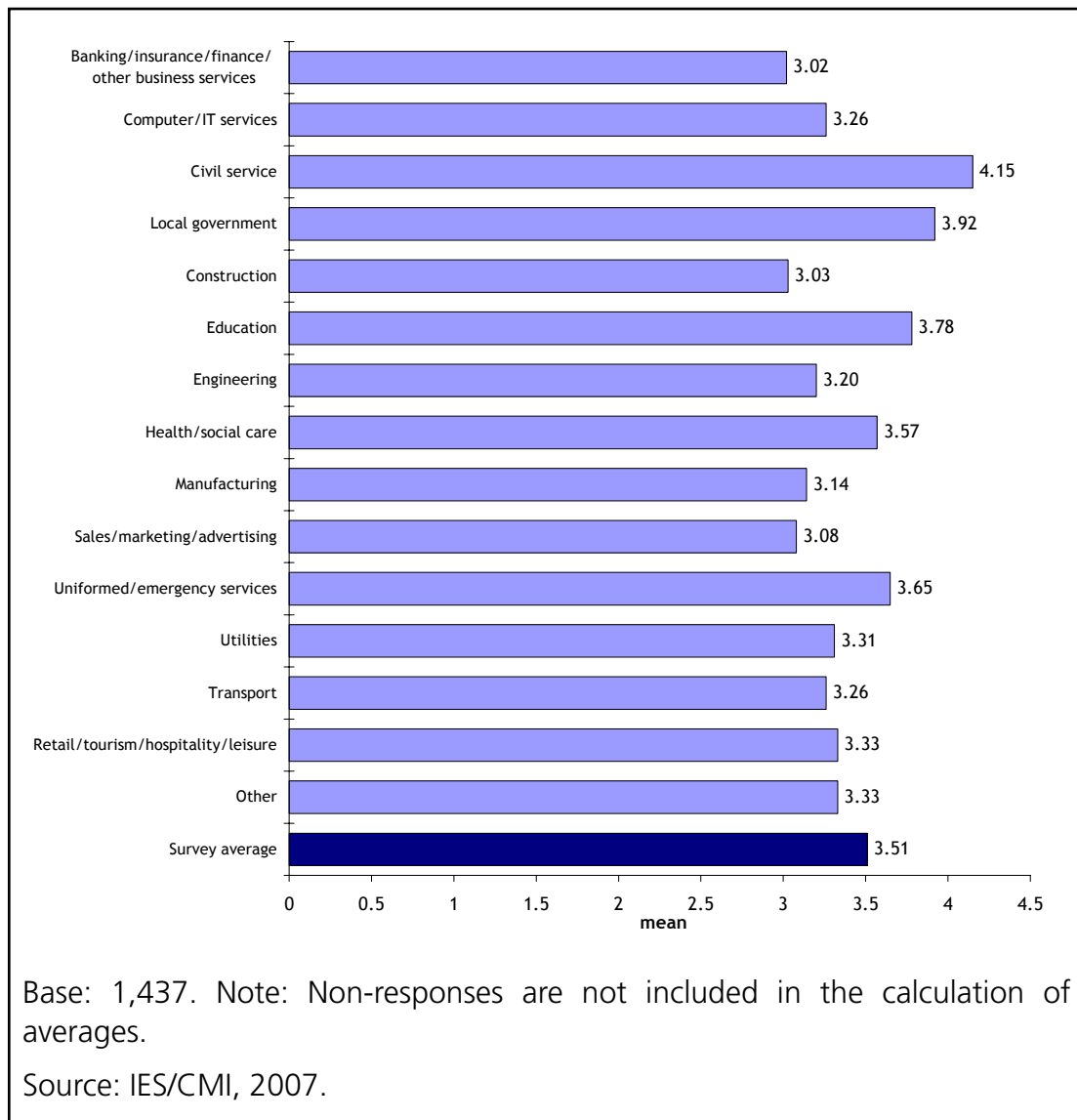
- Managers based in the North East and in the East of England were the two least likely groups to say they would consider working in large corporate organisations, while those based in Wales, Scotland, Yorkshire and the West Midlands were the most likely groups of managers to consider working in large corporate organisations.
- Those working in the West Midlands, followed by those in the North West and in London, were the three most likely groups to report that they would consider working in local government, while managers in the North East and in the East of England were the least likely groups to do so.

Industrial sector

- Managers working in construction, in manufacturing, and in banking and financial services were the most likely groups to say they would consider working in small companies. The least likely groups to consider small companies were those working in the civil service or in local government.
- The most likely sectoral groups who would consider working in charity/not-for-profit organisations were those working in health and social care, in education and in local government. The least likely groups to consider this kind of organisation were those in manufacturing, in engineering, and in retail/tourism or leisure.

- Those working in computer/IT services, in manufacturing in utilities and in transport were the most likely sectoral groups to consider working in large corporate organisations. The least likely groups were managers in local government, in construction and in the civil service.
- As can be seen in Figure 5.5, managers already working in the civil service were the most likely group to say they would consider working in the civil service, while those in banking/financial services, in sales, marketing and advertising, and in construction were the least likely groups to consider working in the civil service.

Figure 5.5 Would you consider working in the civil service, by sectoral groups



- Those already working in local government were the most likely group to say they would consider working in local government. Managers working in the civil service and those in education were also significantly more likely than managers in other sectors to report that they would consider working in local government. Those working in banking/finance and other business services, and in construction, were the least likely groups to consider working in local government.

Management function

The following sub-group differences were found across management functions in responses to working in different organisations:

- Managers in management consultancy and in business development/ corporate affairs were the most likely groups to say they would consider working in small companies, while those in finance/accounting and in IT/computing services were the least likely to consider this type of organisation.
- Those in IT/computing, and in personnel/HR were the most likely groups to consider large corporate organisations, while managers in finance/accounting and in management consultancy were the least likely.
- Managers in facilities management/purchasing/contracting and in administration/ management services were the most likely groups to consider working in the civil service or in local government, while those in management consultancy and in production/operations were the least likely groups to consider working in either of these organisations.

5.5 Attitudes towards the organisational culture of different types of organisations

In order to find out more about managers' attitudes towards working in these five types of organisations, they were also asked to indicate how far they agreed or disagreed with a list of statements describing working environments within these five types. Table 5.3 presents the findings on this question.

Table 5.3 Attitudes towards the organisational culture of different types of organisation (per cent)

	Small company	Charity/not for benefit	Large corporate	Civil service	Local government
Supportive working environment	63	58	28	25	27
Creative working environment	64	42	45	9	10
Offers good career prospects	14	7	82	44	38
Diversity issues are taken seriously	15	45	43	56	63
Men and women have the same chance	28	52	39	51	54
Has a good reputation	36	47	58	27	22
Like-minded people working there	46	62	42	29	30
Highly pressurised environment	40	14	80	29	30
Overly hierarchical	5	5	49	69	67
Too bureaucratic	3	8	37	78	78
Impersonal place to work	5	6	57	51	43
Career progression is not equal for all	41	15	40	29	27
Base	1,220	1,131	1,294	1,195	1,225

Note: These responses sum to more than 100 per cent as this was a multiple response question which allows respondents to tick all that apply.

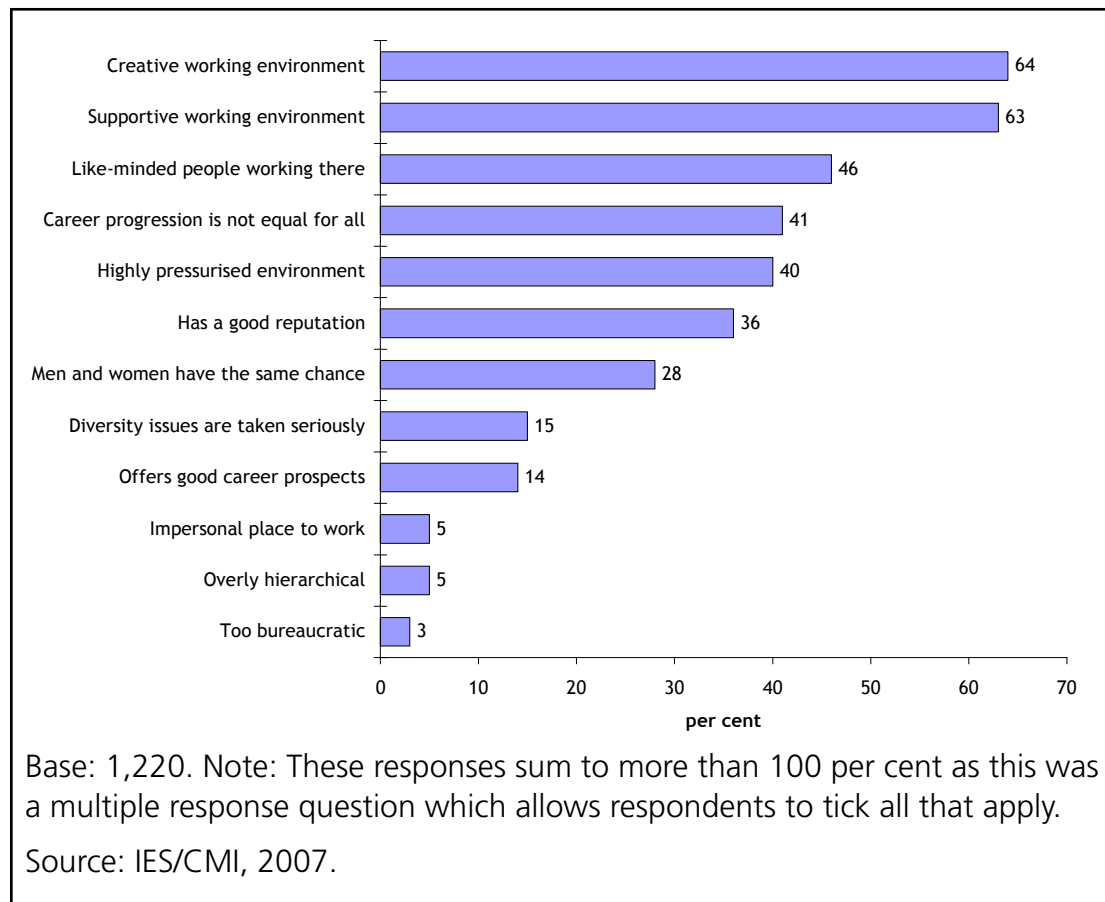
Source: IES/CMI, 2007.

The figures in Table 5.3 are percentage distribution of managers' responses within each of the five types of organisation and they give a good indication of how responses varied according to the type of organisation.

The following sections present information about how managers' responses varied across these five types of organisation, by examining findings within each type.

5.5.1 Perceptions about the culture of small companies and further analysis between groups

Figure 5.5 shows the proportions of responses regarding managers' perceptions of the working environment in small companies.

Figure 5.6 Attitudes towards working in small companies

As Figure 5.6 displays, 64 per cent of managers held the view that small companies had a creative working environment, while 63 per cent thought small companies also had a supportive working environment. Almost half of all managers (46 per cent) believed that like-minded people worked in small companies. On the negative side, four in ten felt that career progression was not equal for all within small companies, and similar proportions thought that the working environment was highly pressurised.

There were significant variations between different groups in the responses concerning the cultural environment of small companies and they are given in the following sections. One needs to bear in mind that the proportions mentioned in these sections are based on multiple responses, not the results of significance testing.

Gender

Male managers were notably more likely than female managers to perceive the working environment in small companies as highly pressurised (45 per cent compared to 32 per cent of female managers); they were more likely to think access to career progression was not equal for all within small companies (43 per cent compared to 37 per cent of female managers). Yet male managers were also

more likely to think that small companies offered good career prospects (16 per cent compared to ten per cent of females).

Ethnic origin

Managers from mixed backgrounds (68 per cent) and white managers (66 per cent) seemed more likely than black or Asian managers (58 per cent and 59 per cent respectively) to think that small companies had a supportive working environment. White managers (16 per cent) and those from mixed backgrounds (21 per cent) were also more likely than Asian or black managers (11 and 12 per cent respectively) to think that diversity issues were taken seriously in small companies.

White managers were the most likely group to perceive the working environment in small companies as highly pressurised and they were also the most likely group to think that access to career progression was not equal for all within small companies. However, white managers were also most likely to say that small companies had a good reputation generally.

Disability

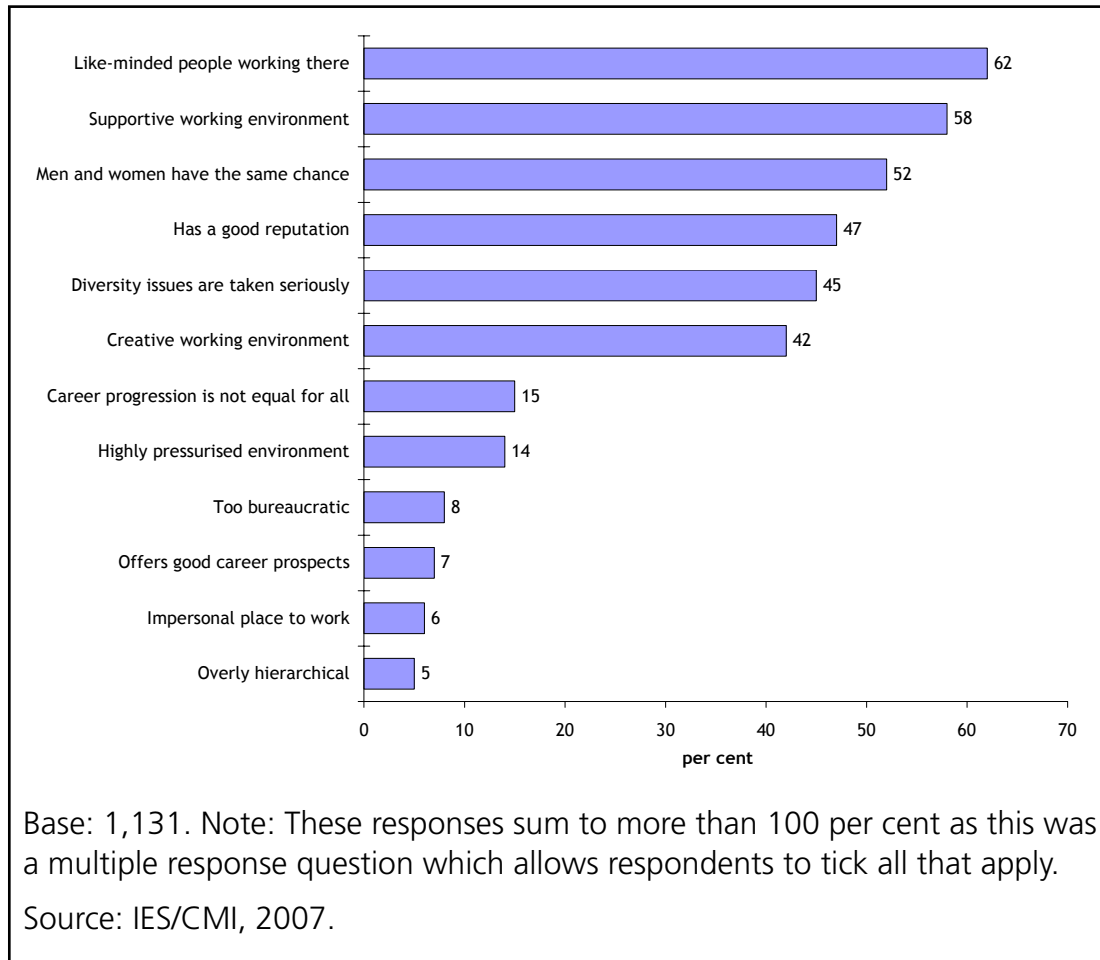
Those with a long-term health condition or disability seemed more likely than non-disabled managers to think small companies had a supportive working environment (73 per cent compared to 62 per cent); they were also more likely to perceive small companies as having a working environment where men and women had the same chance (31 per cent compared to 27 per cent).

Non-disabled managers, on the other hand, were more likely to see small companies as having a highly pressurised environment (41 per cent compared with 32 per cent of those with a disability), and access to career progression that was not equal for everyone (41 per cent compared with 35 per cent of those with a disability).

5.5.2 Perceptions about the culture of charity/not-for-profit organisations and further analysis between groups

Figure 5.6 presents the proportions of responses about managers' perceptions of the working environment within charity/not-for-profit organisations.

Figure 5.7 Attitudes towards working in charity/not-for-profit organisation



As Figure 5.7 displays, 62 per cent of managers held the view that like-minded people worked in charity/not-for-profit organisations, while almost six in ten (58 per cent) thought not-for-profit organisations had a supportive working environment. Over half of all managers (52 per cent) said that men and women had the same chance within these organisations, and almost as many (47 per cent) thought that not-for-profit organisations had a good reputation generally and that diversity issues were taken seriously within these organisations (45 per cent). Only 15 per cent of managers felt that career progression was not equal for all within these organisations, and 14 per cent thought that the working environment was highly pressurised.

There were significant variations between different groups in the responses concerning the cultural environment of not-for-profit organisations and they are given in the following sections. Again, caution is required as the proportions mentioned in these sections are based on multiple responses, not the results of significance testing.

Gender

Female managers seemed more likely than male managers to think that charity/not-for-profit organisations were supportive (61 per cent compared with 56 per cent of male managers) and had a creative working environment (49 per cent compared with 38 per cent of male managers), along with a culture where diversity issues are taken very seriously (50 per cent compared with 42 per cent of male managers). Male managers, however, were notably more likely to think that charity/not-for-profit organisations are impersonal places to work (eight per cent compared with four per cent of female managers).

Ethnic origin

White managers seemed most likely to think that men and women had the same chance within charity/not-for-profit organisations (60 per cent); 52 per cent of those from mixed backgrounds, 45 per cent of Asian managers and 41 per cent of black managers thought that men and women had the same chance.

Over half of white managers (55 per cent) and similar proportions (52 per cent) of those from mixed backgrounds agreed that diversity issues were taken very seriously within charity/not-for-profit organisations, while 33 per cent of black and only 26 per cent of Asian managers agreed with this perception.

White managers, together with those from mixed backgrounds (51 per cent and 48 per cent respectively) seemed more likely than black or Asian managers (42 per cent and 43 per cent respectively) to think that charity/not-for-profit organisations have a good reputation generally.

Disability

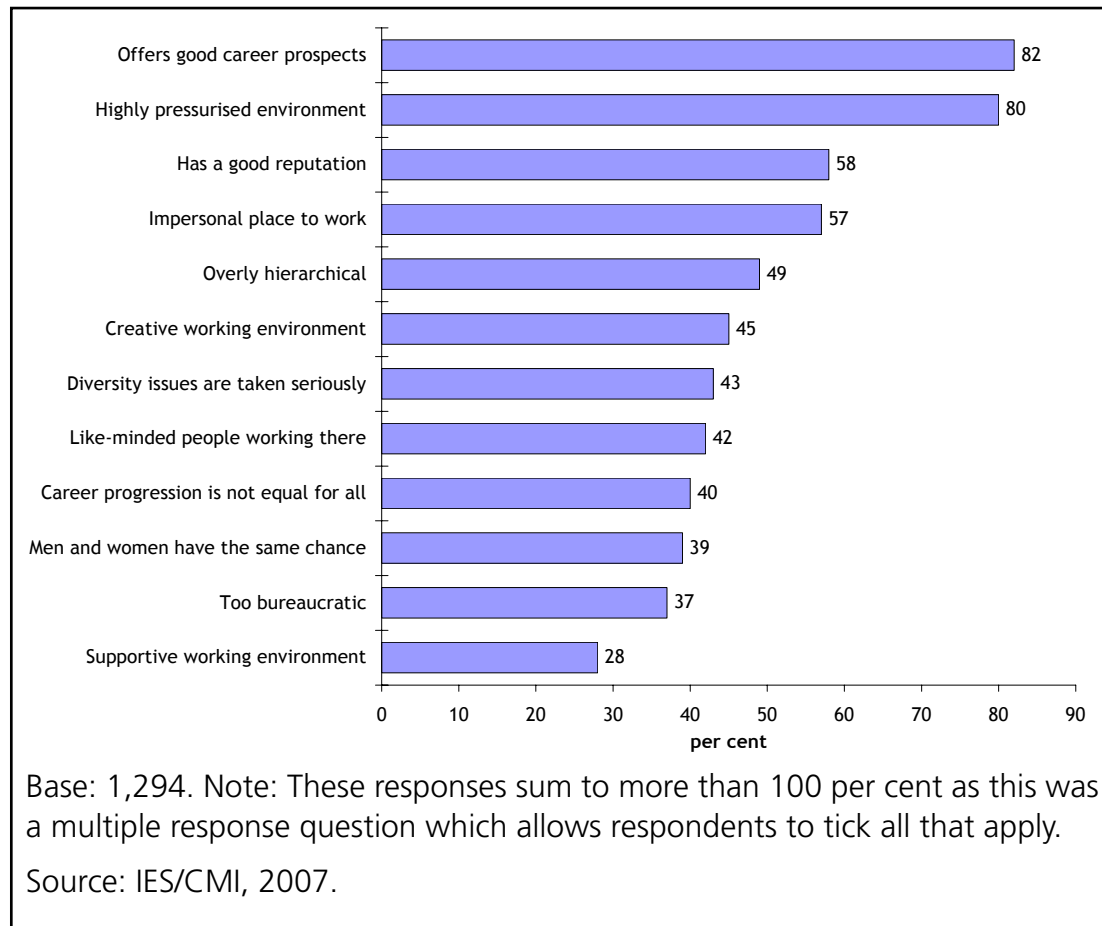
Managers with a long-term health condition or disability seemed notably more likely than non-disabled managers to perceive charity/not-for-profit organisations as:

- having a cultural environment where diversity issues are taken seriously (55 per cent compared with 44 per cent of non-disabled managers);
- having a good reputation generally (54 per cent compared with 47 per cent of non-disabled managers);
- having a creative working environment (50 per cent compared with 41 per cent of non-disabled managers).

5.5.3 Perceptions about the culture of large corporate organisations and further analysis between groups

Figure 5.7 displays the proportions of responses about managers' perceptions of the working environment in large corporate organisations.

Figure 5.8 Attitudes towards working in large corporate organisations



As Figure 5.8 shows, over eight in ten (82 per cent) held the view that large corporate organisations offered good career prospects, similar proportions (80 per cent) thought that the working environment was highly pressurised, while almost six in ten (58 per cent) agreed that large corporate organisations had a good reputation generally. However, almost as many as 57 per cent perceived large corporate organisations as impersonal places to work and almost half of all managers (49 per cent) agreed that they were overly hierarchical, with just over a quarter (28 per cent) saying they had a supportive working environment.

There were significant variations between different groups in the responses concerning cultural environment of large corporate organisations and they are given in the following sections. Again, caution is required as the proportions mentioned in these sections are based on multiple responses, not the results of significance testing.

Gender

Male managers were notably more likely than female managers to perceive large corporate organisations as:

- having a good reputation generally (60 per cent compared with 55 per cent of female managers);
- having a cultural environment where diversity issues were taken seriously (46 per cent compared with 40 per cent of female managers);
- having a working environment where men and women had the same chance of doing well (42 per cent compared with 35 per cent of female managers).

Female managers, on the other hand, seemed more likely than male managers to perceive corporate organisations as:

- offering good career prospects (81 per cent compared with 85 per cent of male managers);
- having a highly pressurised environment (87 per cent compared with 76 per cent of male managers);
- being impersonal places to work (62 per cent compared with 54 per cent of male managers);
- having a working environment where access to career progression was not equal for everyone (45 per cent compared with 37 per cent of male managers).

Ethnic origin

There were notable variations across ethnic groups in terms of managers' perceptions about the cultural environment of large corporate organisations:

- Managers from mixed ethnic backgrounds were most likely to perceive the working environment in large corporate organisations as highly pressurised, as an overwhelming 92 per cent of them thought this was the case, compared with 83 per cent of white managers, 74 per cent of black and 75 per cent of Asian managers.
- Higher proportions of managers from mixed ethnic backgrounds also thought of large corporate organisations as impersonal places to work (71 per cent), compared with 50 per cent of black, 48 per cent of Asian and 47 per cent of white managers.
- White managers seemed more likely to agree that large corporate organisations had a good reputation generally (62 per cent), compared with 56 per cent of Asian, 55 per cent of black and 49 per cent of those from mixed backgrounds.
- Notably higher proportions of white managers also thought that men and women had the same chance of doing well in large corporate organisations (44 per cent), compared with 42 per cent of Asian, 34 per cent of those from mixed backgrounds and only 27 per cent of black managers.

Disability

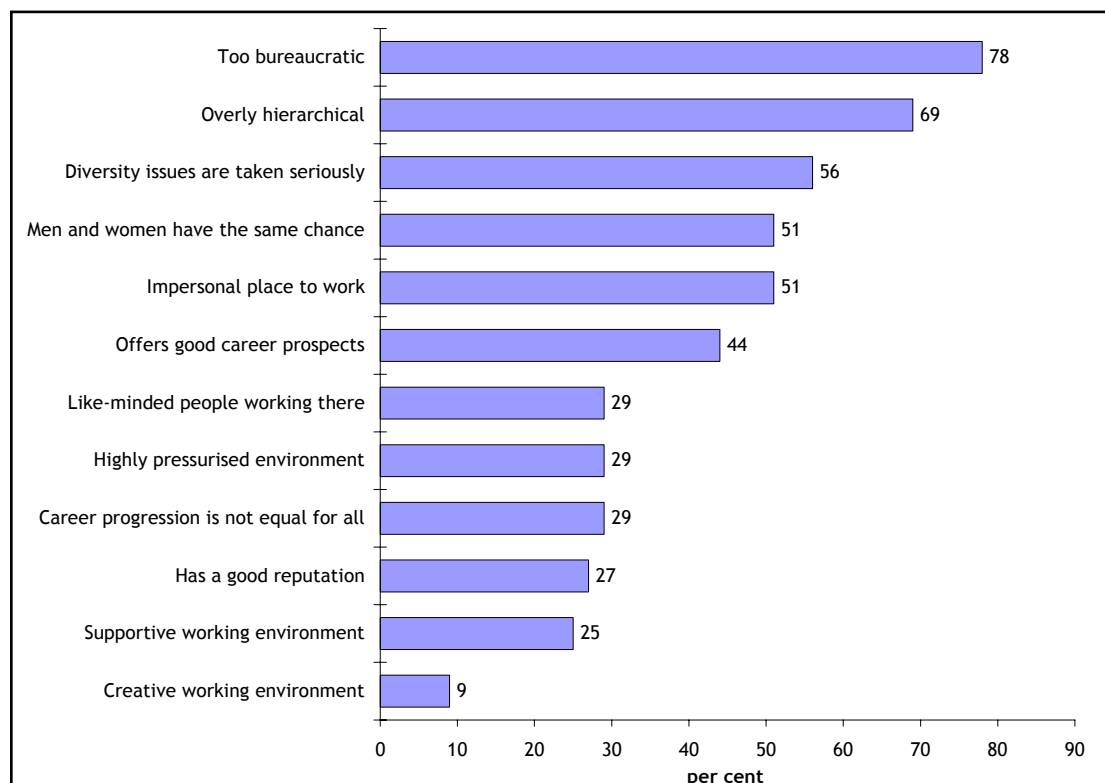
Managers with a long-term health condition or disability seemed more likely to perceive large corporate organisations as impersonal places to work (68 per cent compared with 56 per cent of non-disabled managers). They also thought that large corporate organisations were too bureaucratic (41 per cent compared with 36 per cent of non-disabled managers).

Conversely, non-disabled managers were notably more likely to think that large corporate organisations had a good reputation generally (60 per cent compared with 47 per cent of those with a disability), and offered a supportive working environment (45 per cent compared with 40 per cent of those with a disability).

5.5.4 Perceptions about the culture of the civil service and further analysis between groups

Figure 5.8 presents the proportions of responses regarding managers' perceptions of the working environment within the civil service.

Figure 5.9 Attitudes towards working in the civil service



Base: 1,195. Note: These responses sum to more than 100 per cent as this was a multiple response question which allows respondents to tick all that apply.

Source: IES/CMI, 2007.

As Figure 5.9 shows, almost eight in ten (78 per cent) held the view of the culture within the civil service as too bureaucratic, and over two-thirds (69 per cent) thought of it as overly hierarchical. However, over half of all managers (56 per cent) perceived the civil service as having a cultural environment where diversity issues were taken seriously, and 51 per cent thought that men and women had the chance of doing well within the civil service. Only 29 per cent agreed that career progression was not equal for everyone within the civil service.

On the negative side, 51 per cent of all managers thought of the civil service as an impersonal place to work, and only nine per cent agreed that the civil service had a creative working environment.

There were significant variations between different groups in the responses concerning the cultural environment of the civil service, and they are given in the following sections. Again, one needs to bear in mind that the proportions mentioned in these sections are based on multiple responses, not the results of significance testing.

Gender

Female managers were notably more likely than male managers to perceive the civil service as:

- having a cultural environment where diversity issues were taken seriously (59 per cent compared with 54 per cent of female managers);
- offering good career prospects (48 per cent compared with 42 per cent of male managers).

However, female managers also seemed more likely to think that the civil service had a highly pressurised working environment (36 per cent compared with 24 per cent of male managers), and that access to career progression was not equal for all within that culture (33 per cent compared with 26 per cent of male managers).

Male managers, on the other hand, seemed more likely than female managers to perceive the civil service organisations as:

- having a working environment where men and women had the same chance of doing well (54 per cent compared with 47 per cent of females), but also being an impersonal place to work (53 per cent compared with 48 per cent of females).

Ethnic origin

There were notable variations across ethnic groups in terms of managers' perceptions about the cultural environment of the civil service:

- White managers seemed more likely than those from other ethnic backgrounds to perceive the civil service as being too bureaucratic (87 per cent), compared with 80 per cent of those from mixed ethnic backgrounds, 72 per cent of black and 62 per cent of Asian managers. They were also more likely than other groups to agree that the civil service was overly hierarchical (78 per cent compared with 71 per cent of those from mixed backgrounds, 61 per cent of black and 56 per cent of Asian managers), and that it was an impersonal place to work (61 per cent compared with 50 per cent of managers from mixed backgrounds, 42 per cent of Asian and 37 per cent of black managers).
- White managers and those from mixed ethnic backgrounds were notably more likely than black or Asian managers to agree that diversity issues were taken seriously within the civil service (66 per cent of white and the same proportions of those from mixed backgrounds, compared with 45 per cent of Asian and 41 per cent of black managers), and that men and women had the same chance of doing well (58 per cent of white and 55 per cent of those from mixed backgrounds, compared with 46 per cent of black and 42 per cent of Asian managers).
- Consistent with the findings above, managers from other ethnic groups seemed more likely to agree that access to career progression was not equal for everyone within the civil service (34 per cent of black managers, 33 per cent of those from mixed backgrounds and 31 per cent of Asian managers, compared with 25 per cent of White managers).

Disability

Non-disabled managers seemed more likely than those with a disability to perceive the civil service as offering a supportive environment (26 per cent compared with 18 per cent of those with a disability), and having an organisational culture where men and women had the same chance of doing well (53 per cent compared with 46 per cent of managers with a disability).

Managers with a long-term health condition or a disability were notably more likely than non-disabled managers to agree that the civil service offered good career prospects (48 per cent compared with 43 per cent of non-disabled managers). However, they were also more likely to agree that the civil service was an impersonal place to work (59 per cent compared with 50 per cent of non-disabled managers), had a highly pressurised working environment (37 per cent compared with 27 per cent of non-disabled managers), and that access to career progression was not equal for all within that culture (34 per cent compared with 28 per cent of non-disabled managers).

Organisational status

As expected, those working in the public sector organisations were notably more likely than other organisational groups to agree that the civil service had a supportive working environment (32 per cent compared with 22 per cent of those

in charity/not-for-profit organisations, and 20 per cent of managers in the private sector), and that diversity issues were taken very seriously within this culture (64 per cent compared with 56 per cent of those in charities, and 50 per cent of managers in the private sector organisations). They were also more likely to say that the civil service offered good career prospects (51 per cent compared with 49 per cent of those in charities, and 36 per cent of managers in the private sector).

However, managers working in the public sector organisations also seemed more likely to agree with some of the negative aspects of the working environment as they were more likely to think that the civil service was overly hierarchical (74 per cent compared with 69 per cent of those in charity/not-for-profit organisations, and 66 per cent of managers in the private sector organisations), and that it was too bureaucratic (81 per cent compared with 79 per cent of those in charities, and 76 per cent of managers in the private sector organisations).

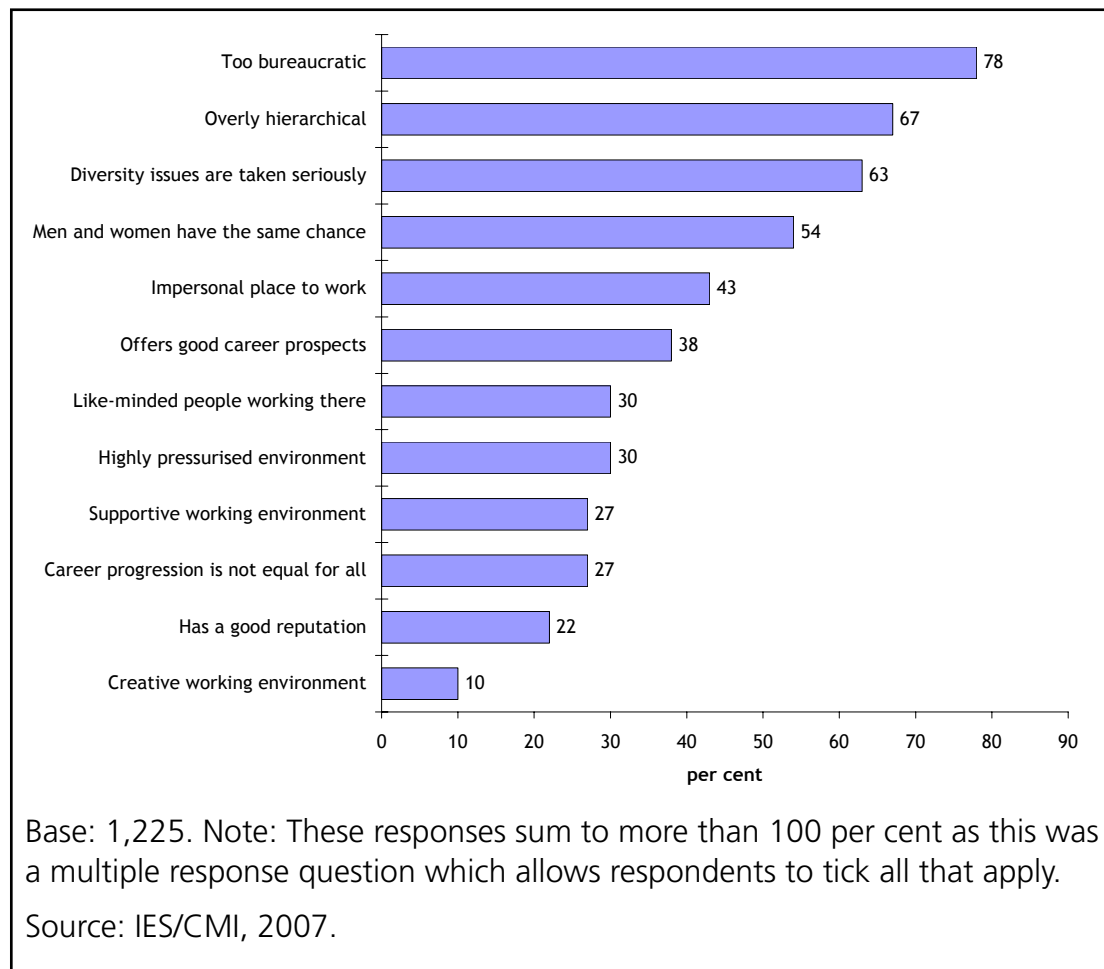
Industrial sector

- Almost half of managers already working in the civil service (45 per cent) agreed that the civil service was a supportive place. The least likely sector agreeing with this was sales, marketing and advertising (11 per cent), and the most likely was the utilities sector (42 per cent).
- The proportions of those agreeing with the statement that diversity issues were taken seriously in the civil service were high across the survey population (56 per cent), but these were even higher for the industrial sectors of uniformed/emergency services (82 per cent), the civil service (70 per cent), and construction (65 per cent).
- The proportions agreeing with the statement that men and women had the same chance of doing well in the civil service were also high on the whole (51 per cent), but were even higher for the industrial sectors of uniformed/emergency services (70 per cent), engineering (63 per cent), and the civil service (61 per cent).
- In terms of the less positive aspects of the working environment, the highest proportions agreeing with the statement that the civil service was overly hierarchical were from those who already worked in the civil service (79 per cent compared with 69 per cent of the survey total). Those working in the industrial sectors of local government (77 per cent), uniformed/emergency services (75 per cent), and utilities (75 per cent) were also notably more likely to agree that the civil service was overly hierarchical.
- Managers working in the sectors of construction (87 per cent) and computer/IT services (83 per cent) were more likely to agree that the civil service was too bureaucratic. Eighty-five per cent of those already working in the civil service agreed with this.

5.5.5 Perceptions about the culture of local government and further analysis between groups

Figure 5.9 shows the proportions of responses regarding managers' perceptions of the working environment within local government.

Figure 5.10 Attitudes towards working in local government



As Figure 5.10 presents, the percentage distribution of managers' responses was very similar to that obtained for the civil service. Almost eight in ten (78 per cent) perceived the culture within local government as too bureaucratic, and over two-thirds (67 per cent) thought of it as overly hierarchical. However, almost two-thirds of all managers (63 per cent) perceived local government as having a cultural environment where diversity issues were taken seriously, and 54 per cent thought that men and women had the chance of doing well within local government. Only 27 per cent agreed that career progression was not equal for everyone within the civil service.

There were significant variations between different groups in the responses concerning the cultural environment of local government and they are given in the following sections. Again, one needs to bear in mind that the proportions mentioned in these sections are based on multiple responses, not the results of

significance testing.

Gender

Female managers were notably more likely than male managers to perceive local government as:

- offering good career prospects (46 per cent compared with 32 per cent of male managers);
- having a good reputation generally (26 per cent compared with 20 per cent);
- having a highly pressurised working environment (38 per cent compared with 26 per cent);
- having an organisational culture where access to career progression was not equal for all (32 per cent compared with 24 per cent).

Male managers, on the other hand, were notably more likely than female managers to agree that men and women had the same chance of doing well in local government (56 per cent compared with 51 per cent of female managers).

Ethnic origin

Managers who were from mixed ethnic backgrounds were most likely to agree that local government offered good career prospects (48 per cent compared with 40 per cent of white, 37 per cent of black and 27 per cent of Asian managers), and that diversity issues were taken very seriously within the culture of local government (73 per cent compared with 69 per cent of white, 58 per cent of Asian and 55 per cent of black managers).

Those from mixed backgrounds were also most likely to perceive the working environment in local government as overly hierarchical (77 per cent compared with 75 per cent of white, 59 per cent of Asian and 55 per cent of black managers), and highly pressurised (47 per cent compared with 31 per cent of Asian, 30 per cent of white and 27 per cent of black managers).

Higher proportions of white managers agreed that men and women had the same chance of doing well in local government (61 per cent compared with 48 per cent of those from mixed backgrounds, 47 per cent of Asian and 45 per cent of black managers).

White managers (49 per cent) and those from mixed backgrounds (48 per cent) were more likely than Asian or black managers (36 per cent and 32 per cent respectively) to think that local government was an impersonal place to work.

Asian managers (35 per cent), followed by those from mixed backgrounds (32 per cent), were more likely than black or white managers (30 per cent and 22 per cent respectively) to agree that career progression was not equal for all in local government.

Disability

Non-disabled managers seemed more likely than those with a disability to perceive local government as offering a supportive environment (27 per cent compared with 20 per cent of those with a disability), having a working environment where diversity issues were taken very seriously (64 per cent compared with 58 per cent of managers with a disability), and that men and women had the same chance of doing well within that environment (55 per cent compared with 50 per cent of managers with a disability).

Managers with a long-term health condition or a disability were notably more likely than non-disabled managers to agree that local government was an impersonal place to work (49 per cent compared with 42 per cent of non-disabled managers), and that it had a highly pressurised working environment (38 per cent compared with 29 per cent of non-disabled managers).

5.6 Attitudes towards board-level appointment processes

Managers were asked to indicate how far they agreed or disagreed with a range of statements relating to senior management/board level appointment processes. They assigned a rating to each statement on a five-point scale ranging from 'strongly agree' to 'strongly disagree'. For the purpose of analysis, these ratings were translated into numerical values as follows:

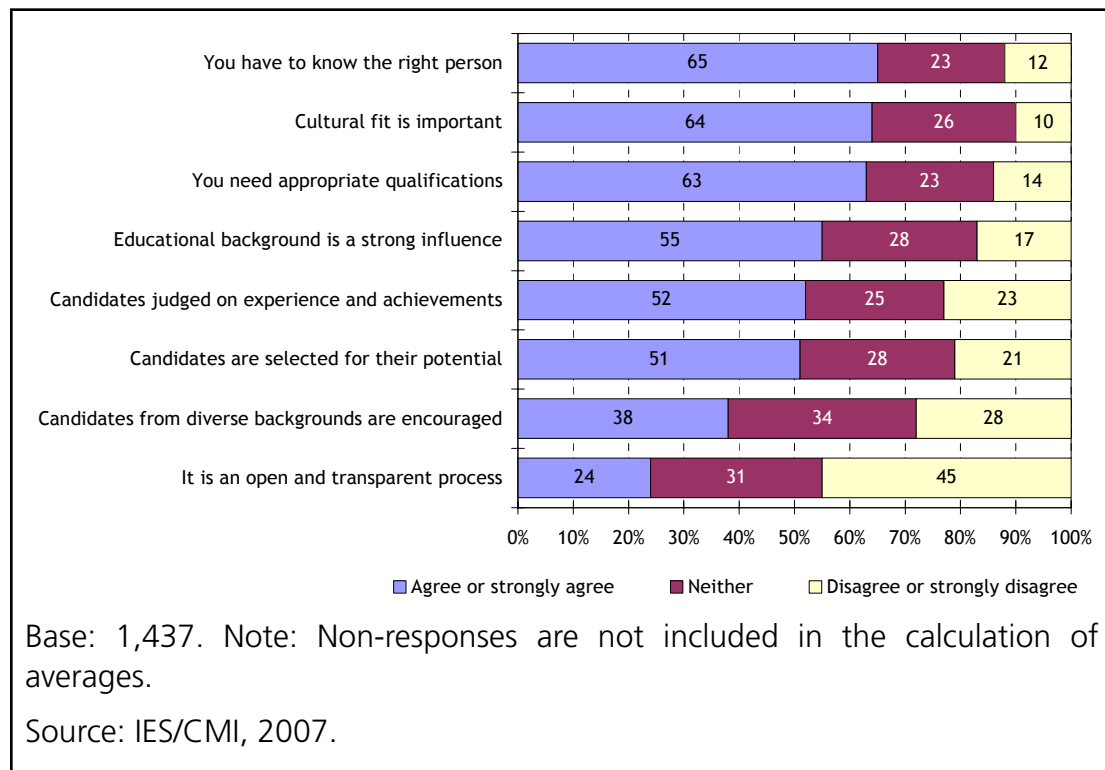
- 1 – strongly disagree;
- 2 – disagree;
- 3 – neither agree nor disagree;
- 4 – agree;
- 5 – strongly agree.

Across the survey as a whole, almost two-thirds (65 per cent) either agreed or strongly agreed with the statement that senior managers needed to know the right person, a similar proportion (64 per cent) either agreed or strongly agreed that cultural fit was important, while 63 per cent either agreed or strongly agreed that senior managers needed appropriate qualifications. The proportions of ratings assigned to each statement are presented in Figure 5.10.

As Figure 5.11 presents, over half of all survey managers either agreed or strongly agreed that educational background was a strong influence in selection processes, candidates were judged on experience and achievements, and that they were selected for their potential. Managers in this survey were less sure about whether candidates from diverse backgrounds would be encouraged for senior management roles, as only 38 per cent either agreed or strongly agreed with this statement, and almost one-third (31 per cent) ticked the 'neither agree nor disagree' option on the response scale. Higher proportions of managers (45 per cent) either disagreed

or strongly disagreed that the selection process was open and transparent, as only a quarter thought that the process would be open and transparent.

Figure 5.11 Agreement rates about board-level selection processes



5.6.1 Further analysis: differences between groups of managers

Because the distribution of proportions was spread over five response categories, comparing proportions of sub-groups did not always produce a coherent picture, especially when the sub-groups analysed included large numbers of categories (such as sector, management function, or location). Therefore, the sub-group analyses were based on comparing the variations between groups in their mean (average) scores.

Gender

The only significant difference between genders was in responses relating to appropriate qualifications; female managers agreed more strongly than male managers that senior management roles required appropriate qualifications.

Age

Significant differences were found across age groups regarding the extent to which managers agreed with the following statements:

- Managers in the youngest (under 30) and in the oldest (50 and over) age bands agreed more strongly that selection processes were open and transparent and that candidates were selected for their potential.

- Those aged 50 and over agreed most strongly that cultural fit was important to be selected for a board-level position, while managers aged 30 to 39 agreed most strongly that senior managers needed to know the right people to get selected.
- Managers aged under 30 agreed most strongly that candidates from diverse backgrounds were encouraged for senior positions, while those aged 40 to 49 were the least likely group to agree with this statement. Managers aged 40 to 49 were also the least likely group to agree that candidates were selected for their potential, as they were more likely to disagree that the selection process was open and transparent.

Ethnic origin

Black managers and those from mixed ethnic backgrounds were more likely to disagree that candidates from diverse backgrounds were encouraged for senior positions, while white managers were more likely to agree with this assertion, and Asian managers had more of a neutral position in their responses.

White and Asian managers were more likely to agree that candidates were selected for their potential, while those from mixed backgrounds and black managers were less likely to agree with this assertion.

Asian and black managers were more likely than white managers to think that educational background was a strong influence. Those from mixed ethnic backgrounds were the least likely group to agree with this statement.

Disability

Managers with a long-term health problem or disability were less likely than non-disabled managers to agree that candidates were judged on experience and achievements, and also less likely to agree that they were selected for their potential.

Job level

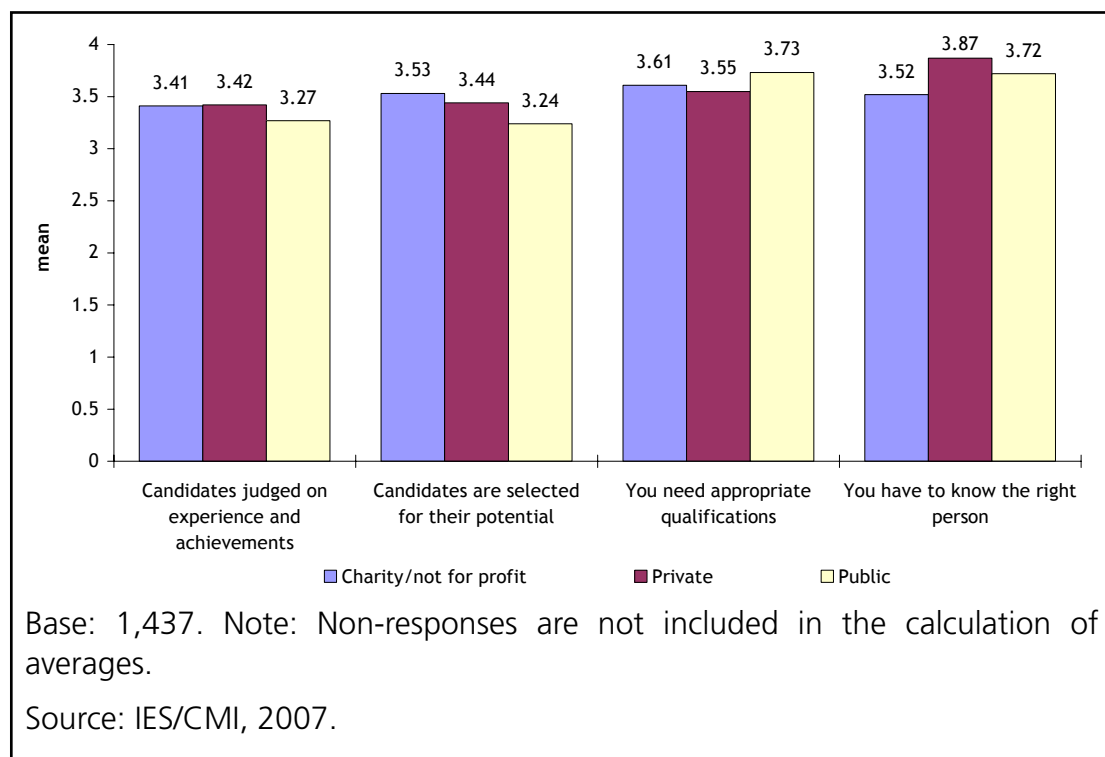
All groups in the survey disagreed that board-level selection processes were open and transparent, but compared to directors and senior managers, middle and junior managers disagreed more strongly that these processes were open and transparent.

Directors and senior managers were more likely than middle and junior managers to agree that candidates were judged on experience and achievements, were selected for their potential, and that cultural fit was important.

Organisational status

Figure 5.11 presents the results of the sub-group analysis by organisational status. As can be seen, managers working in the public sector were the least likely group to agree that candidates were selected for their potential and that they were judged on experience and achievements, while those working in charity/not-for-profit organisations and in private organisations were more likely to agree with these assertions.

Figure 5.12 Agreement rates about board-level selection processes, by organisational status



Those working in the public sector agreed most strongly that senior positions required appropriate qualifications, while managers in the private sector had the lowest average score on this statement.

Managers in the private sector agreed most strongly that senior managers needed to know the right people to get selected, while those in charity/not for profit organisations had the lowest average score on this statement.

Location

Managers whose work place was based in the North East were significantly more likely to think that candidates from diverse backgrounds were encouraged for senior positions, followed by those in the South East and South West. Those in the West Midlands, on the other hand, were the least likely group to think so.

Managers based in the North East, in the South East and in Yorkshire and Humberside were the most likely groups to agree that candidates were selected for their potential, while managers in the West, in the East Midlands, and in London were the least likely groups to agree with this.

Industrial sector

Managers working in the industrial sectors of engineering, manufacturing, construction and computer/IT services were more likely than those in other sectoral groups to disagree strongly that selection processes were open and transparent. Those in the sectors of uniformed/emergency services, and health and social care, on the other hand, were more neutral towards this assertion. As previously mentioned, managers across the survey were more likely on the whole to disagree with this assertion.

Those working in the sectors of sales, marketing or advertising, uniformed and emergency services, and manufacturing were more likely to think that candidates were judged on experience and achievements, while those in transport, in utilities and in the civil service were less likely to agree that this was the case.

Managers working in uniformed and emergency services were the most likely sectoral group to agree that candidates from diverse backgrounds were encouraged for board-level appointments, while those in construction, in transport and in education were more likely to disagree with this assertion.

Those working in the civil service were less likely than other groups to think that candidates were selected for their potential; however, managers working in utilities and in education were even less likely to think so. Managers in manufacturing and in engineering were the two most likely sectoral groups to agree that candidates were selected for their potential.

6 Personal ambitions

6.1 Current and long-term ambitions

Managers were asked to indicate, by selecting from a list of options, what most closely represented their current (within next two years) and long-term (within the next five to ten years) personal management ambitions in terms of job role. They were instructed to tick all that applied to them. Their responses are summarised in Table 6.1.

Table 6.1 Current and long-term personal ambitions (per cent)

	Current ambition (next 2 years)	Long-term ambition (5 to 10 years)
Desire to be CEO	7	27
Desire to be Board Director	13	26
Desire to be Non-Executive Director	10	20
Desire to be Senior Manager/Partner	39	27
Desire to be a general manager	32	14
Desire to be a specialist	31	14
Set up own business	16	29
Become an independent consultant	17	29
Desire to downshift	5	13
Desire to retire	4	29
Base	1,250	1,293

Note: These responses sum to more than 100 per cent as this was a multiple response question which allows respondents to tick all that apply.

Source: IES/CMI, 2007.

The first column of Table 6.1 presents managers' responses for their current personal ambitions. The findings indicate that the most common current ambition among survey managers was a 'desire to be senior manager or partner', as almost four in ten (39 per cent) selected this option; 32 per cent said they would like to be a general manager within the next two years, and a similar proportion (31 per cent) mentioned that they would like to be a specialist within that time. Lower

proportions of managers indicated that they would either like to become an independent consultant (17 per cent) or set up their own business (16 per cent). Over one in ten in the survey (13 per cent) stated their desire to be a board director as a current personal ambition, and ten per cent indicated that they would like to be a non-executive director within the next two years. There were also those few who mentioned that they would like to be a CEO (given by seven per cent), or would like to downshift (five per cent), or retire (only four per cent).

The second column of Table 6.1 shows managers' responses for their long-term personal ambitions. As can be seen, setting up own business (nominated by 29 per cent of survey managers), becoming an independent consultant (29 per cent) and planning to retire (also by 29 per cent) were the most frequently indicated long-term personal ambitions. Very similar proportions mentioned that they would like to be a CEO (cited by 27 per cent), a senior manager/partner (also by 27 per cent), or a board director (26 per cent), within the next five to ten years, while 20 per cent stated that they would like to be a non-executive director within that time. Lower proportions of managers indicated wanting to be a general manager (14 per cent) or a specialist (14 per cent), or wanting to downshift (13 per cent) as their long-term ambitions.

6.1.1 Further analysis: differences between groups of managers

There were notable variations between different groups in the responses concerning current and long-term ambitions and they are given in the following sections. One needs to bear in mind that the proportions mentioned in these sections are based on multiple responses, not the results of significance testing.

Gender

As their current personal ambitions, male managers were notably more likely to indicate that:

- they would like to be a board director (17 per cent compared with only five per cent of female managers);
- they would want to be a non-executive director (12 per cent compared with six per cent of female managers);
- they would like to be a senior manager or partner (40 per cent compared with 35 per cent of female managers).

Female managers, on the other hand, were notably more likely than male managers to mention that they would like to be a specialist (33 per cent compared with 30 per cent of male managers).

There were also notable differences between genders regarding long-term personal ambitions.

- Male managers seemed more likely than female managers to indicate that they would like to become a CEO (31 per cent compared with 21 per cent of female managers), a board director (30 per cent compared with 20 per cent of female managers), or a non-executive director (23 per cent compared with 17 per cent of female managers).
- Female managers were notably more likely than male managers to mention that they would like to be a senior manager or partner (29 per cent compared with 25 per cent of male managers). They were also more likely to want to downshift within the next five to ten years (15 per cent compared with 11 per cent of male managers).

Ethnic origin

For their current personal ambitions, white managers seemed more likely to indicate that they would like to become a board director (15 per cent compared with 12 per cent of Asian managers, eight per cent of black managers and only five per cent of those from mixed ethnic backgrounds).

Black managers and Asian managers (14 per cent and 11 per cent respectively) were notably more likely than white managers (eight per cent) and those from mixed backgrounds (nine per cent) to mention that they would like to become a non-executive director.

Those from ethnic minority backgrounds seemed more likely than white managers to indicate that they would like to be a senior manager or partner (49 per cent of black, 44 per cent of those from mixed backgrounds, and 39 per cent of Asian, compared with 33 per cent of white managers). They were also more likely than white managers to want to be a specialist (42 per cent of black, 40 per cent of Asian, and 36 per cent of those from mixed backgrounds, compared with 22 per cent of white managers), and to set up their own business (24 per cent of black, 20 per cent of those from mixed backgrounds, and 18 per cent of Asian, compared with only nine per cent of white managers). Black managers (20 per cent) and Asian managers (21 per cent) seemed more likely than those from mixed backgrounds (13 per cent) or white managers (15 per cent) to indicate that they would like to become an independent consultant.

There were also notable variations across ethnic groups regarding managers' long-term personal ambitions.

- Higher proportions of black and Asian managers indicated that they would like to become a CEO (44 per cent of black and 41 per cent of Asian managers, as compared to 16 per cent of white and 23 per cent of those from mixed backgrounds), a board director (37 per cent of black and 34 per cent of Asian managers, as compared to 19 per cent of white and 25 per cent of those from mixed backgrounds), or a non-executive director (27 per cent of black and 26 per cent of Asian managers, as compared to 16 per cent of white and 20 per cent of those from mixed backgrounds).

- All ethnic minority groups in the survey were more likely than white managers to want to be a general manager (18 to 19 per cent of ethnic minority managers, as compared to nine per cent of white managers), a specialist (16 to 27 per cent of ethnic minority managers, as compared to nine per cent of white managers), an independent consultant (31 to 42 per cent of ethnic minority managers, as compared to 22 per cent of white managers) or to set up their own business (32 to 40 per cent of ethnic minority managers, as compared to 22 per cent of white managers).
- Overall, ethnic minority managers seemed to have higher long-term aspirations in terms of their job roles than those of white managers. This may, of course, be explained by the results that managers from ethnic minorities constitute a lower proportion of senior job roles in this survey.

Disability

In terms of their current personal ambitions, managers with a long-term health condition or disability seemed notably more likely than non-disabled managers to indicate that they would:

- like to become an independent consultant (21 per cent compared with 17 per cent of non-disabled managers);
- want to set up their own business (18 per cent compared with 15 per cent of non-disabled managers);
- like to downshift (nine per cent compared with four per cent of non-disabled managers).

Non-disabled managers were more likely to mention that they would want to be a senior manager or partner (39 per cent compared with 35 per cent of those with a disability), or become a general manager (33 per cent compared with 26 per cent of those with a disability).

There were also variations between non-disabled managers and those with a disability in responses regarding long-term personal ambitions.

Non-disabled managers were more likely than those with a disability to indicate that they would like to become a CEO (28 per cent compared with 21 per cent), or a board director (27 per cent compared with 21 per cent of those with a disability). For their long-term ambitions, non-disabled managers were also more likely to mention that they would want to be a senior manager or partner (27 per cent compared with 20 per cent of those with a disability), or become a general manager (14 per cent compared with ten per cent of those with a disability).

Managers with a disability seemed more likely to assert that they would like to downshift within the next five to ten years (16 per cent compared with 12 per cent of non-disabled managers), or would like to retire (35 per cent compared with 28 per cent of non-disabled managers).

Industrial sector

There were notable differences across industrial groups in the survey regarding current personal ambitions.

- Managers working in the industrial sectors of construction (26 per cent), computer/IT services (22 per cent) and in transport (17 per cent) seemed to be the most likely groups to assert they would want to be board director, while those in the sectors of utilities (only three per cent), retail, tourism, hospitality and leisure (seven per cent) and in the civil service (eight per cent) were the least likely groups to mention this as a current personal ambition.
- Those working in the sectors of retail, tourism, hospitality and leisure (60 per cent), in the civil service (49 per cent) and in sales and marketing (46 per cent) seemed to be the most likely groups to indicate that they would like to become a senior manager or partner, while managers in construction (26 per cent) and in transport (29 per cent) were the least likely group to mention this ambition.
- Managers working in engineering (45 per cent), in sales and marketing (42 per cent) and in the civil service (37 per cent) seemed to be the most likely groups to indicate that they would like to become specialists, while managers in transport (17 per cent) and in local government (19 per cent) were the least likely to mention this ambition.

The following variations were also found across industrial groups in terms of responses regarding the long-term ambitions:

- Managers working in engineering (39 per cent) were the most likely group to assert they would like to become a CEO within the next five to ten years, while those in uniformed/emergency services (21 per cent) and in banking, finance and other business services (22 per cent) were the least likely to do so.
- Those in engineering (43 per cent) and in sales and marketing (39 per cent) seemed most likely to mention wanting to be board directors, while managers in local government (19 per cent), in education (20 per cent) and in manufacturing (22 per cent) were least likely to indicate this as a long-term ambition.
- Managers working in engineering (46 per cent), in manufacturing (37 per cent) and in local government (33 per cent) were the most likely groups to assert that they would like to be a senior manager or partner as a long-term ambition. Those in the sectors of banking, finance and other business services (21 per cent), sales and marketing (22 per cent) and utilities (23 per cent) were the least likely to say that they would want to be a senior manager within the next five to ten years.

7 Conclusions

7.1 The census data

Taken altogether, the findings of the census data indicate that there seems to be an historical bias towards women and those from ethnic minorities which puts them in a disadvantaged position within the managerial population of public administration organisations in general. When used in the statistical models of the 2001 Census data, the variable concerning the disability status produced some inconclusive findings. Therefore, the disability variable was excluded from the models constructed to examine what factors influenced individuals becoming a manager within public administration.

7.2 The survey data of managers

The detailed analyses of the survey data provided some additional information on various aspects of perceived employment and career prospects of managers across the survey, and also between different groups of managers within the data. The results of the sub-group analyses indicated significant variations between groups of managers in terms of attitudes, job search behaviours and personal ambitions. These findings will offer, to an extent, some practical explanations for the existing trends within the recruitment field when targeting certain managerial groups.

7.3 Influential factors in current and new roles

The results showed that the challenge of the job, personal growth and development opportunities, and career prospects/promotion opportunities were important factors that had attracted managers to their current employer. Following these factors rather closely were the location of the organisation, job security and reasonable travel time to work. There were significant variations between groups of managers in the survey. Female managers and those from ethnic minorities were significantly more likely to mention flexibility and opportunities for flexible working, location and reasonable travel time to work. The prospect of being part of a culturally mixed workforce was also more of an influential factor for ethnic

minority managers. Managers with a disability were more likely to mention the location of the organisation as an influential factor that helped them decide to join their current employer.

When asked which top three factors would attract managers the most in a **new job**, having a challenging job was, again, the first choice. The prospect of 'working for a good employer' and 'better remuneration' were both the second choice for managers, and they were closely followed by the prospect of making a difference. While male managers rated pay-related aspects, progression opportunities and managerial autonomy as more influential, female managers rated better work-life balance and reasonable travel time to work as more influential in a new job. The ratings of white managers broadly reflected those of male managers. There were notable variations among those from ethnic backgrounds; Asian managers tended to give more of an emphasis to the prospect of working for a good employer, those from mixed backgrounds to a high personal profile, and black managers to work-life balance. Managers with a disability were more keen to want to influence strategic decisions and use specialist expertise, and also wanted commitment to diversity from a new employer. Managers who already work in the civil service agreed more strongly that the location of the organisation and flexibility were more important.

In all, over one-third of managers in the survey said that they would be willing to relocate for a new job, and over a quarter would consider this only if it was paid for as part of the pay package offered to them. Male managers and black and Asian managers (particularly black African and Chinese) were more likely to be willing to relocate, while black Caribbean and Indian managers were more likely to say they would only consider relocating if it was paid for.

The majority of the survey managers considered the commute time of 30 minutes to one hour each way as acceptable and only five per cent considered longer than 1.5 to 2 hours each way as an acceptable distance. Female managers and Asian managers were the most likely groups to consider shorter commutes of less than 30 minutes each way as acceptable.

7.4 Career prospects of managers

There were significant variations between groups in responses to other aspects of career prospects; black and Asian managers agreed more strongly than those from white and mixed ethnic backgrounds that their career progression to date had been disappointing. Managers in local government and education were least likely to be positive about career progression, while those working in the civil service reflected the overall average obtained for the survey. Higher proportions of black and Asian managers, and those working in the public sector also reported that their organisation had furthered their professional development either inadequately or very inadequately.

Furthermore, as their three-year career projection, black managers were less likely to see themselves gaining a promotion within their current organisation but more likely to see this happening in another organisation. Black and Asian managers were more likely to anticipate having set up their own business within three years. Those with a disability were less likely to see themselves within either their current position or in another organisation.

Almost a quarter of all managers in the survey mentioned the existence of 'old boys' networks as one of the significant barriers that had stopped their career progression to date. This was the second most frequently mentioned factor after the existence of flat organisational structure. Male managers were more likely to mention the old boys' networks, while female managers were more likely to mention flat organisation, family commitments, and bullying and harassment. One-third of Asian and 20 per cent of black managers indicated that racial discrimination had been a barrier to their progression to date.

7.5 Job search behaviours of managers

In terms of job search behaviours of managers, the results showed that over half were actively seeking more senior managerial positions. However, over two-thirds were 'keeping an open mind' about future job or career moves. They reported that they regularly browsed relevant job adverts or they would be tempted if 'the right offer' came along. Men were more likely to be actively looking for a more senior position, while women were more likely than men to say they would look for a new position if their personal circumstances changed (eg partner moving job). On the whole, higher proportions of women in the survey were content with their current employer and had no plans to move on at the time of this survey. Black and Asian managers were most likely to be active job seekers for a more senior position and also to be registered with recruitment consultants.

When asked what methods they would use if they were looking for a new job, over eight in ten mentioned that they would use press advertising, but this was closely followed by the use of online job searches and online advertising. The National Online Recruitment Audience Survey (NORAS) data provides additional support to the findings that online searches are very popular among the managerial population, although it also reports that half of managers in their sample report look at press adverts when searching for jobs.

A high proportion of managers in this survey said that they would use personal networking (cited by 67 per cent), and six in ten said they would use professional associations. Although only four in ten mentioned that they would work with head-hunters, over one-third considered this as a possibility rather than a definite 'no', and men were more likely to say that they would work with head-hunters, while women were more likely to say they would look at press and online adverts. Those with a disability were more likely than non-disabled managers to say they would use professional associations. Black and Asian managers were more likely

to say they would use online job searches, and black managers were the most likely group to say they would look at press and online adverts, as well as using associations and interim work.

7.6 Attitudes toward working in the civil service

Six in ten said they would consider working in the civil service, and in their ranking of placing five different types of organisations, managers ranked the civil service at the bottom of the list, together with local government. The results showed that female managers, those with a disability, and Asian and black managers were more likely to consider working in the civil service, which is an encouraging finding for the purpose of this study. It is also encouraging that managers who already work in the civil service were the most likely sectoral group to say they would consider the civil service. This finding suggests that internal promotions within the civil service may need to be looked into in more detail.

The survey managers, on the whole, perceived the civil service as too bureaucratic and overly hierarchical. However, over half thought that it had a cultural environment where diversity issues were taken seriously, and that men and women had the same chance of doing well in the civil service. Less than three in ten agreed that career progression was unequal. On the negative side, only nine per cent perceived the civil service as having a creative working environment, and over half of managers and higher proportions of male managers thought that it was an impersonal place to work. Women were more likely to think that the civil service took diversity issues seriously and that it had good career prospects. However, women were also more likely to say that the civil service had a highly pressurised working environment, and career progression was unequal for staff groups. Managers from ethnic minorities and those with a disability also agreed that career progression was unequal for staff groups within the civil service. These findings regarding managers' attitudes and perceptions suggest that there may be a need to work on the image of the organisation, as part of an effective recruitment strategy, which would enable the civil service to target these managerial groups more effectively.

7.7 Attitudes towards board-level appointment processes

Managers' responses on various aspects of the selection process for senior or board-level appointments seemed to indicate that the process is rather subjective, as only a quarter either agreed or strongly agreed that the selection process was open and transparent, and over one-third said that diverse backgrounds were encouraged for senior roles. Almost two-thirds agreed that potential candidates needed to know the right person. When the data was analysed by industrial sector, the results showed that managers who already work in the civil service were less likely than other industrial groups to think that candidates were selected for their potential. It would have been very informative to interrogate the data further

within the civil service but the proportions of managers from the civil service made up only five per cent of the survey sample, and there were not sufficient numbers to enable meaningful comparisons between groups within the civil service.

7.8 Personal ambitions of managers

For their long-term personal ambitions in terms of job role, higher proportions of black and Asian managers indicated that they would like to become a CEO, a board director or a non-executive director. All ethnic groups in the survey were more likely than white managers to want to be a general manager, a specialist or an independent consultant, or to set up their own business.

Overall, ethnic minority managers seemed to have higher long-term aspirations in terms of their job roles than those of white managers. This may, of course, be explained by the fact that managers from ethnic minorities constitute a lower proportion of senior job roles in this survey. However, these findings tend to support the debate in the literature that ethnic minorities have high aspirations to do well, which unfortunately do not appear to map onto their actual positions in terms of job roles.

Appendix 1

Census data and the recruitment of under-represented groups into the Senior Civil Service

Introduction

IES has been commissioned to examine the potential for recruitment of under-represented groups into the Senior Civil Service (SCS) by the Department for Work and Pensions. This appendix represents a component of the final report and covers the available evidence from the 2001 Census. The specified level of geographic analysis was to Government Office Regions within England, with the addition of Scotland and Wales.

Key labour market variables in the 2001 Census

The 2001 Census covered a wide range of questions which can inform labour market and recruitment policies. These include:

- age;
- gender;
- whether or not the individual is providing care to others;
- educational qualifications;
- ethnicity;
- disability, or limiting long-term illness;

- country of birth (especially combined with ethnicity);
- distance travelled to work.

In terms of recruitment into senior civil service, posts also require some sort of occupational and sectoral background as well as experience of larger organisations. This means that, additionally, a further range of census variables also need to be examined. These are:

- occupation;
- sector of employment;
- size of employer.

Sources of census data

There are two main sources of data based on the 2001 Census, they are:

- standard tables;
- sample of anonymised records.

Both of these sources are used in the analyses that follow and more information about these sources is provided below.

Standard tables

The 2001 Census Standard Tables have the advantage of containing data based on an almost complete response. The limitations are that your analysis can only reflect predetermined concerns and breakdowns. A further problem is that the standard tables produced by the Scottish General Register Office (GRO) are incompatible with those produced for England and Wales by the Office of National Statistics (ONS). This means that the data presented here from the standard tables does not include Scotland. However, it should be noted that the Census Standard Tables are available down to very detailed geographies; for instance, most of them are also available at the level of ward. This is a potentially important consideration when looking at the recruitment of ethnic minorities. This is because, as is shown later, many ethnic minorities have relatively constrained travel to work areas.

Sample of anonymised records

The other source of 2001 Census data is the sample of anonymised records, which allow more detailed analysis and custom cross-tabulations. However, part of the process of anonymisation includes aggregating some of the classifications, which means that less detailed information is available. In particular, because the Scottish census form and the England and Wales census form used different classifications of ethnicity, combined with the process of anonymisation, it is only possible to distinguish black and ethnic minorities from whites.

Structure of appendix

The appendix consists of four sections:

- The first section is this introduction.
- The second section examines the information that can be obtained from the census standard tables; these tables are seen as primarily for reference, and little commentary is provided.
- The third section examines the information that can be obtained from the Sample of Anonymised Records; again, these tables are seen as primarily for reference, and little commentary is provided.
- The fourth section examines logistic regression models that look at the determinants of being a senior corporate manager, being employed in public administration and being employed as a corporate manager in public administration.

Census standard tables data

Publicly available data from the 2001 Census

There is a limited amount of information on black and ethnic minorities in the publicly available data from the 2001 Census. The main break variables which are of interest in labour market terms are:

- Occupation as defined by SOC (Standard Occupational Classification) – of interest here are two categories:
 - ‘Corporate Managers’, who are of equivalent level to the SCS;
 - ‘Business and Public Sector Professionals’ who represent those who potentially could be promoted into SCS-type roles.
- Sector of employment as defined by SIC (Standard Industrial Classification) – of interest is the public administration, defence and compulsory social security sector.
- Educational attainment – generally SCS-type recruits will be graduates, therefore, the supply of graduate-level ethnic minorities is critical to their recruitment at this level.
- Long-term limiting illness – this is the nearest equivalent to disability as defined by the DDA (Disability Discrimination Act) within the census and allows an examination of the potential impact of the DDA on ethnic minority recruitment.

Regional ethnic minority corporate managers

Corporate managers are defined as SOC 1.1, which includes the following occupational categories:

- 111 – Corporate managers and senior officials;
- 112 – Production managers;
- 113 – Functional managers;
- 114 – Quality and customer care managers;
- 115 – Financial institution and office managers;
- 116 – Managers in distribution, storage and retailing;
- 117 – Protective service officers;
- 118 – Health and social services managers.

Table A1.1 Ethnicity of corporate managers, by region (numbers (part 1))

	North East	North West	Yorkshire and Humberside	East Midlands	West Midlands
All people	87,893	294,800	214,723	211,695	250,684
White	86,458	286,769	209,206	203,571	237,164
Mixed	225	1,338	834	809	1,195
Indian	455	2,418	1,809	4,750	6,811
Pakistani	274	1,919	1,409	469	1,655
Bangladeshi	33	143	58	68	173
Other Asian	89	411	282	455	623
Black Caribbean	49	535	529	829	1,929
Black African	54	323	172	219	248
Other black	14	93	69	89	162
Chinese	90	485	181	238	360
Other ethnic group	152	366	174	198	364

Source: England and Wales Census Standard Table No. 109.

Table A1.2 Ethnicity of corporate managers, by region (numbers (part 2))

	Eastern	London	South East	South West	Wales
All people	322,328	449,282	514,621	228,707	100,336
White	311,875	370,358	498,196	225,415	98,834
Mixed	1,752	7,265	2,997	914	379
Indian	3,582	26,260	5,745	826	297
Pakistani	761	5,239	1,357	200	201
Bangladeshi	194	1,821	187	41	22
Other Asian	797	6,049	1,259	251	124
Black Caribbean	1,298	11,890	1,395	394	81
Black African	633	9,524	855	114	59
Other black	250	1,296	163	64	13
Chinese	678	3,777	1,146	250	112
Other ethnic group	508	5,803	1,321	238	214

Source: England and Wales Census Standard Table No. 109.

Table A1.3 Ethnicity of corporate managers, by region (per cent (part 1))

	North East	North West	Yorkshire and Humberside	East Midlands	West Midlands
All people	100.0	100.0	100.0	100.0	100.0
White	98.4	97.3	97.4	96.2	94.6
Mixed	0.3	0.5	0.4	0.4	0.5
Indian	0.5	0.8	0.8	2.2	2.7
Pakistani	0.3	0.7	0.7	0.2	0.7
Bangladeshi	0.0	0.0	0.0	0.0	0.1
Other Asian	0.1	0.1	0.1	0.2	0.2
Black Caribbean	0.1	0.2	0.2	0.4	0.8
Black African	0.1	0.1	0.1	0.1	0.1
Other black	0.0	0.0	0.0	0.0	0.1
Chinese	0.1	0.2	0.1	0.1	0.1
Other ethnic group	0.2	0.1	0.1	0.1	0.1

Source: England and Wales Census Standard Table No. 109.

Table A1.4 Ethnicity of corporate managers, by region (per cent (part 2))

	Eastern	London	South East	South West	Wales
All people	100.0	100.0	100.0	100.0	100.0
White	96.8	82.4	96.8	98.6	98.5
Mixed	0.5	1.6	0.6	0.4	0.4
Indian	1.1	5.8	1.1	0.4	0.3
Pakistani	0.2	1.2	0.3	0.1	0.2
Bangladeshi	0.1	0.4	0.0	0.0	0.0
Other Asian	0.2	1.3	0.2	0.1	0.1
Black Caribbean	0.4	2.6	0.3	0.2	0.1
Black African	0.2	2.1	0.2	0.0	0.1
Other black	0.1	0.3	0.0	0.0	0.0
Chinese	0.2	0.8	0.2	0.1	0.1
Other ethnic group	0.2	1.3	0.3	0.1	0.2

Source: England and Wales Census Standard Table No. 109.

Tables A1.1 and A1.2 provide the numbers of employed people of working age (16 to 65 years old) who are corporate managers in each Government Office Region within England and Wales by their ethnicity. Tables A1.3 and A1.4 provide a percentage breakdown of these numbers. This shows that London has the highest proportion of ethnic minority corporate managers – in particular, those of Indian origin – while the South West has the lowest percentages of ethnic minorities.

Tables AA.1 to AA.5 in Annex A contain gender breakdowns of corporate managers by ethnic group and region.

Regional ethnic minority business and public sector professionals

Tables A1.5 and A1.6 provide the numbers of employed, working age, business and public sector professionals (SOC code 24) by region and ethnicity, while Tables A1.7 and A1.8 present the same data in terms of percentages. These show a similar pattern to that for corporate managers, with London having the highest proportion of ethnic minorities and, again, those of Indian origin representing the largest ethnic minority group.

Table A1.5 Ethnicity of business and public sector professionals, by region (numbers) (part 1)

	North East	North West	Yorkshire and Humberside	East Midlands	West Midlands
All people	19,081	65,443	44,855	37,199	48,254
White	18,661	62,611	42,762	34,848	43,736
Mixed	81	425	275	247	369
Indian	107	655	557	1,161	1,734
Pakistani	79	600	598	185	567
Bangladeshi	22	96	44	26	112
Other Asian	20	141	75	79	176
Black Caribbean	11	284	286	378	1,047
Black African	27	211	93	105	161
Other black	3	52	32	34	119
Chinese	46	269	84	82	147
Other ethnic group	24	99	49	54	86

Source: England and Wales Census Standard Table No. 109.

Table A1.6 Ethnicity of business and public sector professionals, by region (numbers) (part 2)

	Eastern	London	South East	South West	Wales
All people	60,720	167,559	103,855	49,394	24,429
White	57,735	134,594	99,595	48,408	23,981
Mixed	414	3,017	660	239	92
Indian	951	9,758	1,477	203	97
Pakistani	233	2,081	405	63	48
Bangladeshi	55	915	68	16	23
Other Asian	225	2,169	316	46	43
Black Caribbean	391	4,736	398	139	36
Black African	286	5,816	296	84	32
Other black	36	555	36	25	6
Chinese	282	2,578	377	113	44
Other ethnic group	112	1,340	227	58	27

Source: England and Wales Census Standard Table No. 109.

Table A1.7 Ethnicity of business and public sector professionals, by region (per cent) (part 1)

	North East	North West	Yorkshire and Humberside	East Midlands	West Midlands
All people	100.0	100.0	100.0	100.0	100.0
White	97.8	95.7	95.3	93.7	90.6
Mixed	0.4	0.6	0.6	0.7	0.8
Indian	0.6	1.0	1.2	3.1	3.6
Pakistani	0.4	0.9	1.3	0.5	1.2
Bangladeshi	0.1	0.1	0.1	0.1	0.2
Other Asian	0.1	0.2	0.2	0.2	0.4
Black Caribbean	0.1	0.4	0.6	1.0	2.2
Black African	0.1	0.3	0.2	0.3	0.3
Other black	0.0	0.1	0.1	0.1	0.2
Chinese	0.2	0.4	0.2	0.2	0.3
Other ethnic group	0.1	0.2	0.1	0.1	0.2

Source: England and Wales Census Standard Table No. 109.

Table A1.8 Ethnicity of business and public sector professionals, by region (per cent) (part 2)

	Eastern	London	South East	South West	Wales
All people	100.0	100.0	100.0	100.0	100.0
White	95.1	80.3	95.9	98.0	98.2
Mixed	0.7	1.8	0.6	0.5	0.4
Indian	1.6	5.8	1.4	0.4	0.4
Pakistani	0.4	1.2	0.4	0.1	0.2
Bangladeshi	0.1	0.5	0.1	0.0	0.1
Other Asian	0.4	1.3	0.3	0.1	0.2
Black Caribbean	0.6	2.8	0.4	0.3	0.1
Black African	0.5	3.5	0.3	0.2	0.1
Other black	0.1	0.3	0.0	0.1	0.0
Chinese	0.5	1.5	0.4	0.2	0.2
Other ethnic group	0.2	0.8	0.2	0.1	0.1

Source: England and Wales Census Standard Table No. 109.

Regional ethnic minorities employed in public administration

Tables A1.9 and A1.10 provide the numbers employed by the Public Administration, Defence and Compulsory Social Security sector by ethnicity and region. Tables A1.11 and A1.12 provide the same data expressed as percentages. This shows higher proportions of ethnic minorities employed in public administration than

employed as corporate managers. This suggests that the sector may be more capable of recruiting ethnic minority people than others.

Table A1.9 Ethnicity of those employed in public administration, by region (numbers) (part 1)

	North East	North West	Yorkshire and Humberside	East Midlands	West Midlands
All people	76,790	164,592	119,228	94,978	112,146
White	75,959	160,015	114,822	90,695	103,908
Mixed	214	953	669	531	810
Indian	174	1,103	884	2,122	3,101
Pakistani	174	838	1,126	283	975
Bangladeshi	36	143	89	60	168
Other Asian	54	171	467	157	304
Black Caribbean	47	611	677	750	2,228
Black African	24	269	154	121	205
Other black	11	90	107	108	222
Chinese	51	269	100	75	131
Other ethnic group	46	130	133	76	94

Source: England and Wales Census Standard Table No. 110.

Table A1.10 Ethnicity of those employed in public administration, by region (numbers) (part 2)

	Eastern	London	South East	South West	Wales
All people	133,066	178,261	230,684	161,011	80,716
White	128,234	132,777	222,622	158,452	79,785
Mixed	1,000	3,476	1,468	804	286
Indian	992	1,0551	1,907	378	136
Pakistani	385	2,099	628	111	83
Bangladeshi	117	1,310	110	33	25
Other Asian	353	2,728	1,450	214	162
Black Caribbean	872	12,485	961	462	78
Black African	424	9,519	535	150	42
Other black	262	1,367	144	108	16
Chinese	177	863	376	124	47
Other ethnic group	250	1,086	483	175	56

Source: England and Wales Census Standard Table No. 110.

Table A1.11 Ethnicity of those employed in public administration, by region (per cent) (part 1)

	North East	North West	Yorkshire and Humberside	East Midlands	West Midlands
All people	100.0	100.0	100.0	100.0	100.0
White	98.9	97.2	96.3	95.5	92.7
Mixed	0.3	0.6	0.6	0.6	0.7
Indian	0.2	0.7	0.7	2.2	2.8
Pakistani	0.2	0.5	0.9	0.3	0.9
Bangladeshi	0.0	0.1	0.1	0.1	0.1
Other Asian	0.1	0.1	0.4	0.2	0.3
Black Caribbean	0.1	0.4	0.6	0.8	2.0
Black African	0.0	0.2	0.1	0.1	0.2
Other black	0.0	0.1	0.1	0.1	0.2
Chinese	0.1	0.2	0.1	0.1	0.1
Other ethnic group	0.1	0.1	0.1	0.1	0.1

Source: England and Wales Census Standard Table No. 110.

Table A1.12 Ethnicity of those employed in public administration, by region (per cent) (part 2)

	Eastern	London	South East	South West	Wales
All people	100.0	100.0	100.0	100.0	100.0
White	96.4	74.5	96.5	98.4	98.8
Mixed	0.8	1.9	0.6	0.5	0.4
Indian	0.7	5.9	0.8	0.2	0.2
Pakistani	0.3	1.2	0.3	0.1	0.1
Bangladeshi	0.1	0.7	0.0	0.0	0.0
Other Asian	0.3	1.5	0.6	0.1	0.2
Black Caribbean	0.7	7.0	0.4	0.3	0.1
Black African	0.3	5.3	0.2	0.1	0.1
Other black	0.2	0.8	0.1	0.1	0.0
Chinese	0.1	0.5	0.2	0.1	0.1
Other ethnic group	0.2	0.6	0.2	0.1	0.1

Source: England and Wales Census Standard Table No. 110.

Regional ethnic minorities' educational attainment

Tables A1.13 and A1.14 examine the numbers of graduates, aged 35 to 49 years old, by ethnicity and region. Tables A1.15 and A1.16 present the same data as percentages. It is felt that this is the age range from which SCS recruitment is made. These tables show that London contains the highest proportion of ethnic minority graduates in this age range, with a particular concentration of black Africans and Indians.

Table A1.13 Graduates aged 35-49, by ethnicity and region (numbers) (part 1)

	North East	North West	Yorkshire and Humberside	East Midlands	West Midlands
All people	96,903	290,711	206,668	179,900	211,456
White	92,937	273,268	193,962	166,294	188,220
Mixed	520	2,231	1,477	1,253	1,642
Indian	1,009	3,542	2,752	5,803	8,162
Pakistani	450	2,648	2,299	868	2,360
Bangladeshi	82	394	194	125	308
Other Asian	358	1,366	1,031	824	1,192
Black Caribbean	97	1,427	1,388	1,734	4,926
Black African	382	2,061	1,146	921	1,366
Other black	24	279	213	192	513
Chinese	406	1,782	987	998	1,227
Other ethnic group	638	1,713	1,219	888	1,540

Source: England and Wales Census Standard Table No. 117.

Table A1.14 Graduates aged 35-49, by ethnicity and region (numbers) (part 2)

	Eastern	London	South East	South West	Wales
All people	253,330	512,870	456,643	235,334	122,320
White	234,233	359,596	425,454	227,289	117,948
Mixed	2,142	10,927	4,095	1,572	700
Indian	4,944	33,154	8,469	1,548	908
Pakistani	1,078	7,875	2,157	373	346
Bangladeshi	303	3,011	326	115	88
Other Asian	1,562	10,902	2,712	618	433
Black Caribbean	1,913	21,379	2,158	818	195
Black African	2,428	41,277	3,256	701	393
Other black	382	2,899	341	137	59
Chinese	2,318	8,654	3,537	949	428
Other ethnic group	2,027	13,196	4,138	1,214	822

Source: England and Wales Census Standard Table No. 117.

Table A1.15 Graduates aged 35-49, by ethnicity and region (per cent) (part 1)

	North East	North West	Yorkshire and Humberside	East Midlands	West Midlands
All people	100.0	100.0	100.0	100.0	100.0
White	95.9	94.0	93.9	92.4	89.0
Mixed	0.5	0.8	0.7	0.7	0.8
Indian	1.0	1.2	1.3	3.2	3.9
Pakistani	0.5	0.9	1.1	0.5	1.1
Bangladeshi	0.1	0.1	0.1	0.1	0.1
Other Asian	0.4	0.5	0.5	0.5	0.6
Black Caribbean	0.1	0.5	0.7	1.0	2.3
Black African	0.4	0.7	0.6	0.5	0.6
Other black	0.0	0.1	0.1	0.1	0.2
Chinese	0.4	0.6	0.5	0.6	0.6
Other ethnic group	0.7	0.6	0.6	0.5	0.7

Source: England and Wales Census Standard Table No. 117.

Table A1.16 Graduates aged 35-49, by ethnicity and region (per cent) (part 2)

	Eastern	London	South East	South West	Wales
All people	100.0	100.0	100.0	100.0	100.0
White	92.5	70.1	93.2	96.6	96.4
Mixed	0.8	2.1	0.9	0.7	0.6
Indian	2.0	6.5	1.9	0.7	0.7
Pakistani	0.4	1.5	0.5	0.2	0.3
Bangladeshi	0.1	0.6	0.1	0.0	0.1
Other Asian	0.6	2.1	0.6	0.3	0.4
Black Caribbean	0.8	4.2	0.5	0.3	0.2
Black African	1.0	8.0	0.7	0.3	0.3
Other black	0.2	0.6	0.1	0.1	0.0
Chinese	0.9	1.7	0.8	0.4	0.3
Other ethnic group	0.8	2.6	0.9	0.5	0.7

Source: England and Wales Census Standard Table No. 117.

Regional ethnic minorities with long-term limiting illness

Tables A1.17 and A1.18 provide data on the numbers of those aged 16 to 49 with a limiting long-term illness by ethnicity and region. These are seen as potential recruits who might benefit from the provisions of the DDA (Disability Discrimination Act). Tables A1.19 and A1.20 present the same data as percentages. These tables

show that a relatively high proportion of ethnic minorities have a limiting long-term illness; again, especially in London.

Table A1.17 Ethnicity of 16 to 49 year olds with long-term limiting illness, by region (numbers) (1)

	North East	North West	Yorkshire and Humberside	East Midlands	West Midlands
All people	142,404	351,434	230,171	94,111	239,810
White	139,249	328,604	211,361	87,424	205,594
Mixed	710	3,577	2,149	889	3,188
Indian	488	4,185	2,455	2,875	10,023
Pakistani	872	8,119	10,028	801	10,322
Bangladeshi	337	1,481	636	159	1,763
Other Asian	172	1,038	709	359	1,333
Black Caribbean	79	1,522	1,432	919	5,381
Black African	109	845	418	251	455
Other black	28	491	239	151	741
Chinese	172	974	357	168	389
Other ethnic group	188	598	387	115	621

Source: England and Wales Census Standard Table No. 107.

Table A1.18 Ethnicity of 16 to 49 year olds with long-term limiting illness, by region (numbers) (2)

	Eastern	London	South East	South West	Wales
All people	203,605	331,749	286,354	198,036	158,489
White	192,478	225,948	270,842	192,956	155,383
Mixed	2,094	10,658	3,042	1,626	1,002
Indian	2,072	19,764	3,511	651	348
Pakistani	2,184	8,463	2,866	399	503
Bangladeshi	1,008	9,503	764	272	291
Other Asian	595	7,657	983	234	145
Black Caribbean	1,393	20,077	1,515	822	210
Black African	541	17,973	923	298	196
Other black	260	3,701	257	162	70
Chinese	471	2,301	760	313	171
Other ethnic group	509	5,704	891	303	170

Source: England and Wales Census Standard Table No. 107.

Table A1.19 Ethnicity of 16 to 49 year olds with long-term limiting illness, by region (per cent) (1)

	North East	North West	Yorkshire and Humberside	East Midlands	West Midlands
All people	100.0	100.0	100.0	100.0	100.0
White	97.8	93.5	91.8	92.9	85.7
Mixed	0.5	1.0	0.9	0.9	1.3
Indian	0.3	1.2	1.1	3.1	4.2
Pakistani	0.6	2.3	4.4	0.9	4.3
Bangladeshi	0.2	0.4	0.3	0.2	0.7
Other Asian	0.1	0.3	0.3	0.4	0.6
Black Caribbean	0.1	0.4	0.6	1.0	2.2
Black African	0.1	0.2	0.2	0.3	0.2
Other black	0.0	0.1	0.1	0.2	0.3
Chinese	0.1	0.3	0.2	0.2	0.2
Other ethnic group	0.1	0.2	0.2	0.1	0.3

Source: England and Wales Census Standard Table No. 107.

Table A1.20 Ethnicity of 16 to 49 year olds with long-term limiting illness, by region (per cent) (2)

	Eastern	London	South East	South West	Wales
All people	100.0	100.0	100.0	100.0	100.0
White	94.5	68.1	94.6	97.4	98.0
Mixed	1.0	3.2	1.1	0.8	0.6
Indian	1.0	6.0	1.2	0.3	0.2
Pakistani	1.1	2.6	1.0	0.2	0.3
Bangladeshi	0.5	2.9	0.3	0.1	0.2
Other Asian	0.3	2.3	0.3	0.1	0.1
Black Caribbean	0.7	6.1	0.5	0.4	0.1
Black African	0.3	5.4	0.3	0.2	0.1
Other black	0.1	1.1	0.1	0.1	0.0
Chinese	0.2	0.7	0.3	0.2	0.1
Other ethnic group	0.2	1.7	0.3	0.2	0.1

Source: England and Wales Census Standard Table No. 107

Sample of Anonymised Records data

The Sample of Anonymised Records (SARs) is a carefully selected three per cent sample of the full census records for England Wales and Scotland. The data in this section have been weighted up from this sample to provide population estimates. Given the nature of the SAR data it is only possible to analyse the data in terms of

white or black or ethnic minority status. However, the data also covers Scotland and Northern Ireland. Additionally, a wider range of break variables are available with the SARs data which allow analyses that are more pertinent to the research brief.

Ethnic minorities, corporate managers by region

Table A1.21 provides data based on the SARs for the numbers and percentages of white and ethnic minorities employed, by whether or not they are corporate managers and by region. This shows that London, and especially outer London, has a much higher proportion of ethnic minority managers than any other region. Inner London has 15.4 per cent and outer London has 19.3 per cent compared with a national average of 5.1 per cent and a low point of 0.1 per cent in Northern Ireland. However, the high levels of London ethnic minority corporate managers is a reflection of higher proportions of ethnic minorities in employment in these areas, as 27.3 per cent of those in employment and not corporate managers in Inner London were ethnic minorities.

Table A1.21 Corporate Managers, by ethnicity and region

Region of usual residence	Corporate Manager			Not Corporate Manager		
	White	EMs	EMs % total	White	EMs	EMs % total
North East	87,367	1,267	1.4	916,933	18,033	1.9
North West	291,033	6,767	2.3	2,433,600	104,367	4.1
Yorkshire and the Humber	209,600	5,333	2.5	1,841,500	85,233	4.4
East Midlands	205,267	8,867	4.1	1,577,500	92,367	5.5
West Midlands	238,167	14,000	5.6	1,855,233	173,133	8.5
East of England	318,400	11,367	3.4	2,102,266	89,867	4.1
South East	509,500	16,700	3.2	3,117,933	145,567	4.5
South West	226,100	2,967	1.3	1,943,500	38,433	1.9
Inner London	150,667	27,333	15.4	780,300	292,900	27.3
Outer London	221,600	53,133	19.3	1,352,867	415,333	23.5
Scotland	206,033	2,533	1.2	2,057,066	32,033	1.5
Wales	100,767	1,567	1.5	1,051,633	18,533	1.7
Northern Ireland	53,067	67	0.1	613,767	4,467	0.7
Total	2,817,568	151,901	5.1	21,644,098	1,510,266	6.5

Source: IES analysis of weighted SARs.

Ethnic minorities, dependent children and care responsibilities

Differing patterns of dependent children and caring responsibilities amongst ethnic minorities may explain some of the differential employment patterns. These issues are explored in turn below.

Dependent children

Table A1.22 shows that of those in employment, nearly half (48.4 per cent) of ethnic minorities have a dependent child, compared with 39.8 per cent of white people in employment. The table also shows ethnic minority corporate managers are more likely to have some dependent children than their white counterparts. Amongst graduates, ethnic minority graduates are also more likely to have dependent children. This suggests that family-friendly measures aimed at corporate managers, or graduates, are going to differentially benefit ethnic minorities.

Table A1.22 Dependent children of those in employment, by ethnicity

	White	EMs	EMs as % total
No dependent children	14,727,632	857,600	5.5
Some dependent children	9,734,032	804,567	7.6
Corporate managers with no dependent children	1,642,167	75,700	4.4
Corporate managers with some dependent children	1,175,400	76,200	6.1
Graduates with no dependent children	3,729,133	365,367	8.9
Graduates with some dependent children	2,200,166	269,533	10.9
Total	24,461,664	1,662,167	6.4
Some dependent children as a percentage of total	39.8	48.4	--

Source: IES analysis of weighted Sample of Anonymised Records.

Care responsibilities

Slightly fewer ethnic minorities than whites in employment have a care responsibility, with 10.6 per cent of ethnic minorities having such responsibilities, compared with 11.9 per cent of whites. A1.23 also shows that ethnic minority corporate managers are much more likely to have care responsibilities than white corporate managers, as are ethnic minority graduates. This reinforces the argument that family-friendly policies are likely to differentially benefit ethnic minority graduates and corporate managers.

Table A1.23 Care responsibilities of those in employment, by ethnicity

	White	EMs	EMs as % total
No care responsibilities	21,541,065	1,486,433	6.5
Care responsibilities	2,920,600	175,733	5.7
Corporate managers with no care responsibilities	2,515,666	134,533	5.1
Corporate managers with some care responsibilities	301,900	47,367	13.6
Graduates with no care responsibilities	5,268,033	570,000	9.8
Graduates with some care responsibilities	661,267	92,067	12.2
Total	24,461,665	1,662,166	6.4
Care responsibilities as percentage of total	11.9	10.6	--

Source: IES analysis of weighted Sample of Anonymised Records.

Ethnic minorities and graduate status

Table A1.24 shows that a significantly higher proportion of ethnic minorities in employment have a degree compared with white people. Well over one-third (38.2 per cent) of ethnic minorities in employment are graduates, compared with just under a quarter (24.2 per cent) of white people. This also shows that ethnic minorities employed in public administration are more likely to be graduates, as are those employed as corporate managers.

Table A1.24 Graduate status of those in employment, by ethnicity

	White	EMs	EMs as % total
Not a graduate	18,532,365	1,027,267	5.3
Graduate	5,929,299	634,900	9.7
Not a graduate in public administration	1,122,267	51,867	4.4
Graduate in public administration	393,533	36,567	8.5
Not a graduate in corporate management	1,842,800	71,667	3.7
Graduate in corporate management	974,767	80,233	7.6
Total	24,461,664	1,662,167	6.4
Graduates as percentage of total	24.2	38.2	--

Source: IES analysis of weighted Sample of Anonymised Records.

Ethnic minorities and travel to work

Table A1.25 shows the distances travelled to work by white and ethnic minority people. This shows that ethnic minorities are more likely to work at home and at distances under 20 km; while white people are significantly more likely to work at distances over 20 km from their home. As corporate management employment tends to be clustered and involves relatively long commutes, this suggests that

either ethnic minorities are less inclined to long commutes or that they do not obtain the sort of jobs that entail these long commutes.

Table A1.25 Employed whites and EMs, by distance travelled to work

	White	EMs	EMs as % total
At home	2,134,100	173,433	7.5
Less than 2km	4,848,900	317,733	6.1
2km to less than 5km	4,768,166	364,600	7.1
5km to less than 10km	4,407,066	330,033	7.0
10km to less than 20km	3,797,800	261,933	6.5
20km to less than 40km	2,024,433	92,800	4.4
40km and over	1,206,800	57,633	4.6
No fixed place	1,167,800	56,700	4.6
Work outside UK	101,767	7,100	6.5
Total	24,461,666	1,662,165	6.4

Source: IES analysis of weighted Sample of Anonymised Records.

Ethnic minorities and size of establishment

Another factor that might influence the ability of ethnic minorities to obtain the experience which would allow them to successfully apply for SCS posts is the size of establishments that they typically work in. Working in a larger establishment is more likely to expose someone to general management and allow these skills to be developed. In this context, Table A1.26 shows that slightly more ethnic minorities work in micro establishments with fewer than ten employees, and more in the very large establishments of 500 employees or more. The table also shows that there are fewer ethnic minorities in establishments of between ten and 499 employees.

Table A1.26 Employed whites and ethnic minorities, by size of establishment

	White		EMs		EMs as % total
	(N)	(%)	(N)	(%)	
1-9	6,629,899	27.1	456,300	27.5	6.4
10-24	3,582,933	14.6	226,200	13.6	5.9
25-499	9,581,932	39.2	579,033	34.8	5.7
500 or more	4,666,900	19.1	400,633	24.1	7.9
Total	24,461,664	100.0	1,662,166	100.0	6.4

Source: IES analysis of weighted Sample of Anonymised Records.

Modelling the Correlates of ethnic minorities' Employment

Logistic regression allows the influence of a range of factors on a bivariate outcome to be examined. In this case, we are examining the factors that influence whether or not someone is:

- a corporate manager;
- a public administration, defence or social security employee;
- a corporate manager within public administration, defence or social security.

Each of these possibilities are examined in turn, below, using the weighted SARs 2001 Census data.

There are two important outputs of logistic regression; the wald statistics and the odds ratios or Exp(B) statistics. The wald statistic measures the degree to which the independent variables have a statistical relationship with the dependent variable. The significance of the wald statistic should be as close to 0.000 as possible. In fact, partially because of the large number of cases used, in each of the following logistic regressions the wald statistics are significant, indicating that there are statistically valid relationships with the dependent variables. The second statistic of interest is the odds ratio of Exp(B). An odds ratio below one indicates that the variable it is associated with is less likely to contribute to the independent outcome, and an odds ratio of more than one indicates that the variable is more likely to contribute to the outcome.

Importantly, the statistics associated with each of the potential determinants are independent. This means that taking account of the other variables in the logistic regression, the odds ratio looks at the impact of the variable with the other variables held constant.

Corporate managers

Table A1.27 presents the output of the logistic regression examining the chances of not being a corporate manager.

The dependent variables included in the equation have differing associations:

- The odds ratio associated with ethnic minorities is 1.426, indicating that once all the other variables included in the analysis have been taken into account, an ethnic minority individual is 1.426 times less likely to be a corporate manager than a white individual.
- Someone under 45 years old is 1.073 times less likely to be a corporate manager than someone over 45.
- Someone travelling less than 5 km to work is 1.267 times less likely to be a corporate manager.
- A non-graduate is 1.828 times less likely to be a corporate manager.

- Males are more likely to be corporate managers, or put another way, they are 0.516 times less likely to be corporate managers.
- Having dependent children makes someone 1.148 times less likely to be a corporate manager.
- Not having care responsibilities makes someone slightly more likely to be a corporate manager. Put another way, someone with no care responsibilities is 0.943 times less likely to be a corporate manager.

Overall, being male, a graduate, white, a commuter, without children, without care responsibilities and aged 45 and above makes one more likely to be a corporate manager, and in that order.

Table A1.27 Logistic regression of not being in corporate management

	Wald	Sig.	Exp(B) or odds ratio	95% confidence Interval for Exp(B) Lower bound	95% confidence Interval for Exp(B) Upper bound
Intercept	552213.029	0.000			
EMs = EMs	16000.847	0.000	1.426	1.418	1.434
EMs = White
Age band = 19 to 44	2718.773	0.000	1.073	1.070	1.075
Age band = 45 to 64
Distance to work = Home of under 5 km	26937.635	0.000	1.270	1.267	1.274
Distance to work = Over 5 km
Education = Non- graduate	206799.461	0.000	1.828	1.824	1.833
Education = Graduate
Gender = Male	250703.712	0.000	0.516	0.515	0.518
Gender = Female
Dependent children = None	11423.384	0.000	1.148	1.145	1.151
Dependent children = Some
Care responsibilities = None	838.472	0.000	0.943	0.939	0.947
Care responsibilities = Some

Source: IES analysis of 2001 Sample of Anonymised Records.

Public administration

There is a different pattern in terms of working in the public administration, defence and compulsory social security sector:

- Ethnic minorities are 1.186 times more likely not to be working in the sector.
- Those below 45 are more likely to work in the sector, or are 0.895 times more likely not to be working in the sector.
- Those travelling less than 5 km to work are 1.402 times more likely not to be working in the sector.
- Non-graduates are only slightly less likely to be working in the public administration sector.
- Males are only slightly more likely to be working in the sector.
- Those with dependent children are only slightly more likely to be working in the sector.
- Those with care responsibilities are 1.203 times less likely to be working in the sector.

Table A1.28 Logistic regression of not being in public administration

	Wald	Sig.	Exp(B) or odds ratio	95% confidence Interval for Exp(B) Lower bound	95% confidence Interval for Exp(B) Upper bound
Intercept	608651.123	0.000			
EMs = EMs	2278.754	0.000	1.186	1.178	1.195
EMs = White
Age band = 19 to 44	3803.223	0.000	0.895	0.892	0.898
Age band = 45 to 64
Distance to work = Home of under 5 km	29964.330	0.000	1.402	1.397	1.408
Distance to work = Over 5 km
Education = Non- graduate	1892.371	0.000	1.084	1.080	1.088
Education = Graduate
Gender = Male	18.116	0.000	0.993	0.990	0.996
Gender = Female
Dependent children = None	136.668	0.000	0.980	0.977	0.984
Dependent children = Some
Care responsibilities = None	5706.276	0.000	1.203	1.197	1.209
Care responsibilities = Some

Source: IES analysis of 2001 Sample of Anonymised Records.

Overall, gender and educational attainment are less influential in terms of working in the public administration sector. However, long commutes and not having care responsibilities are the most influential in terms of working in the sector. Finally, there appear to be some factors, possibly discrimination, deterring ethnic minority people from working in the sector.

Public administration corporate managers

The final logistic regression examines the likelihoods of not becoming a corporate manager in the public administration sector. This suggests further differences:

- Ethnic minorities are nearly twice (1.912 times) as likely not to be public administration corporate managers.
- Those under 45 are 1.336 times as likely not to be public administration corporate managers.
- Those travelling under 5 km are 1.654 times as likely not to be public administration corporate managers.
- Non-graduates are 2.549 times as likely not to be public administration corporate managers.
- Males are 0.599 times as likely not to be public administration corporate managers; in other words, they are nearly twice as likely to be public administration corporate managers.
- Those without dependent children are 1.156 times as likely not to be public administration corporate managers.
- Those without care responsibilities are 1.167 times as likely not to be public administration corporate managers.

Overall, non-graduates face the biggest obstacles, followed by females, ethnic minorities, those not commuting and those with dependent children and care responsibilities.

Table A1.29 Logistic determinants of not being in public administration corporate management

	Wald	Sig.	Exp(B) or odds ratio	95% confidence Interval for Exp(B) Lower bound	95% confidence Interval for Exp(B) Upper bound
Intercept	205983.362	0.000			
EMs = EMs	2235.138	0.000	1.912	1.861	1.964
EMs = White
Age band = 19 to 44	2911.227	0.000	1.346	1.331	1.360
Age band = 45 to 64
Distance to work = Home of under 5 km	5567.765	0.000	1.654	1.632	1.676
Distance to work = Over 5 km
Education = Non- graduate	31171.354	0.000	2.549	2.522	2.575
Education = Graduate
Gender = Male	10722.618	0.000	0.559	0.553	0.566
Gender = Female
Dependent children = None	715.947	0.000	1.156	1.143	1.168
Dependent children = Some
Care responsibilities = None	387.852	0.000	1.167	1.149	1.185
Care responsibilities = Some

Source: IES analysis of 2001 Sample of Anonymised Records.

Annex A

This annex contains additional tables based on the standard 2001 Census tables, breaking things down additionally by gender.

Three variables are examined. These are:

- corporate managers;
- business and public sector professionals;
- those working in public administration.

Ethnicity and gender of corporate managers, by region

Table AA1 Ethnicity and gender of corporate managers in the North East and North West

	North East			North West		
	Male	Female	% Female	Male	Female	% Female
All people	57,471	30,422	34.6	197,048	97,752	33.2
White	56,486	29,972	34.7	191,392	95,377	33.3
Mixed	129	96	42.7	791	547	40.9
Indian	293	162	35.6	1,772	646	26.7
Pakistani	207	67	24.5	1,515	404	21.1
Bangladeshi	22	11	33.3	107	36	25.2
Other Asian	69	20	22.5	321	90	21.9
Black Caribbean	37	12	24.5	305	230	43.0
Black African	40	14	25.9	228	95	29.4
Other black	11	3	21.4	58	35	37.6
Chinese	50	40	44.4	281	204	42.1
Other ethnic group	127	25	16.4	278	88	24.0

Source: IES and Census Standard Table 109.

Table AA2 Ethnicity and gender of corporate managers in Yorkshire and Humberside and the East Midlands

	Yorks. and Humberside			East Midlands		
	Male	Female	% Female	Male	Female	% Female
All people	146,487	68,236	31.8	147,403	64,292	30.4
White	142,653	66,553	31.8	141,657	61,914	30.4
Mixed	535	299	35.9	478	331	40.9
Indian	1,277	532	29.4	3,522	1,228	25.9
Pakistani	1,102	307	21.8	366	103	22.0
Bangladeshi	33	25	43.1	51	17	25.0
Other Asian	221	61	21.6	351	104	22.9
Black Caribbean	279	250	47.3	514	315	38.0
Black African	113	59	34.3	138	81	37.0
Other black	42	27	39.1	46	43	48.3
Chinese	107	74	40.9	142	96	40.3
Other ethnic group	125	49	28.2	138	60	30.3

Source: IES and Census Standard Table 109.

Table AA3 Ethnicity and gender of corporate managers in the West Midlands and Eastern region

	West Midlands			Eastern		
	Male	Female	% Female	Male	Female	% Female
All people	174,893	75,791	30.2	226,898	95,430	29.6
White	165,685	71,479	30.1	219,790	92,085	29.5
Mixed	706	489	40.9	1,108	644	36.8
Indian	4,736	2,075	30.5	2,501	1,081	30.2
Pakistani	1,322	333	20.1	606	155	20.4
Bangladeshi	138	35	20.2	160	34	17.5
Other Asian	464	159	25.5	589	208	26.1
Black Caribbean	1,058	871	45.2	834	464	35.7
Black African	161	87	35.1	418	215	34.0
Other black	81	81	50.0	161	89	35.6
Chinese	246	114	31.7	425	253	37.3
Other ethnic group	296	68	18.7	306	202	39.8

Source: IES and Census Standard Table 109.

Table AA4 Ethnicity and gender of corporate managers in London and the South East

	London			South East		
	Male	Female	% Female	Male	Female	% Female
All people	285,490	163,792	36.5	359,286	155,335	30.2
White	234,513	135,845	36.7	348,148	150,048	30.1
Mixed	4,133	3,132	43.1	1,857	1,140	38.0
Indian	18,218	8,042	30.6	3,961	1,784	31.1
Pakistani	4,100	1,139	21.7	1,051	306	22.5
Bangladeshi	1,414	407	22.4	143	44	23.5
Other Asian	4,550	1,499	24.8	948	311	24.7
Black Caribbean	5,637	6,253	52.6	882	513	36.8
Black African	5,834	3,690	38.7	597	258	30.2
Other black	603	693	53.5	100	63	38.7
Chinese	2,215	1,562	41.4	629	517	45.1
Other ethnic group	4,273	1,530	26.4	970	351	26.6

Source: IES and Census Standard Table 109.

Table AA5 Ethnicity and gender of corporate managers in the South West and Wales

	South West			Wales		
	Male	Female	% Female	Male	Female	% Female
All people	157,002	71,705	31.4	66,705	33,631	33.5
White	154,780	70,635	31.3	65,682	33,152	33.5
Mixed	585	329	36.0	229	150	39.6
Indian	585	241	29.2	179	118	39.7
Pakistani	150	50	25.0	157	44	21.9
Bangladeshi	32	9	22.0	16	6	27.3
Other Asian	186	65	25.9	95	29	23.4
Black Caribbean	253	141	35.8	47	34	42.0
Black African	74	40	35.1	40	19	32.2
Other black	45	19	29.7	10	3	23.1
Chinese	150	100	40.0	62	50	44.6
Other ethnic group	162	76	31.9	188	26	12.1

Source: IES and Census Standard Table 109.

Ethnicity and gender of business and public sector professionals, by region

Table AA6 Ethnicity and gender of business and public sector professionals in the North East and North West

	North East			North West		
	Male	Female	% Female	Male	Female	% Female
All ethnicities	11,940	7,141	37.4	42,308	23,135	35.4
White	11,701	6,960	37.3	40,607	22,004	35.1
Mixed	49	32	39.5	210	215	50.6
Indian	51	56	52.3	413	242	36.9
Pakistani	48	31	39.2	410	190	31.7
Bangladeshi	17	5	22.7	79	17	17.7
Other Asian	15	5	25.0	92	49	34.8
Black Caribbean	7	4	36.4	122	162	57.0
Black African	16	11	40.7	141	70	33.2
Other black	-	3	-	24	28	53.8
Chinese	19	27	58.7	141	128	47.6
Other ethnic group	17	7	29.2	69	30	30.3

Source: IES and Census Standard Table 109.

Table AA7 Ethnicity and gender of business and public sector professionals in Yorkshire and Humberside and the East Midlands

	Yorks. and Humberside			East Midlands		
	Male	Female	% Female	Male	Female	% Female
All ethnicities	29,011	15,844	35.3	24,276	12,923	34.7
White	27,797	14,965	35.0	22,891	11,957	34.3
Mixed	142	133	48.4	125	122	49.4
Indian	337	220	39.5	748	413	35.6
Pakistani	395	203	33.9	140	45	24.3
Bangladeshi	33	11	25.0	17	9	34.6
Other Asian	49	26	34.7	55	24	30.4
Black Caribbean	122	164	57.3	146	232	61.4
Black African	62	31	33.3	65	40	38.1
Other black	12	20	62.5	16	18	52.9
Chinese	33	51	60.7	46	36	43.9
Other ethnic group	29	20	40.8	27	27	50.0

Source: IES and Census Standard Table 109.

Table AA8 Ethnicity and gender of business and public sector professionals in the West Midlands and Eastern region

	West Midlands			Eastern		
	Male	Female	% Female	Male	Female	% Female
All ethnicities	31,363	16,891	35.0	41,189	19,531	32.2
White	28,896	14,840	33.9	39,459	18,276	31.7
Mixed	156	213	57.7	205	209	50.5
Indian	1,031	703	40.5	597	354	37.2
Pakistani	425	142	25.0	167	66	28.3
Bangladeshi	92	20	17.9	38	17	30.9
Other Asian	125	51	29.0	146	79	35.1
Black Caribbean	375	672	64.2	176	215	55.0
Black African	109	52	32.3	165	121	42.3
Other black	30	89	74.8	16	20	55.6
Chinese	75	72	49.0	155	127	45.0
Other ethnic group	49	37	43.0	65	47	42.0

Source: IES and Census Standard Table 109.

Table AA9 Ethnicity and gender of business and public sector professionals in London and the South East

	London			South East		
	Male	Female	% Female	Male	Female	% Female
All ethnicities	105,961	61,598	36.8	71,263	32,592	31.4
White	86,984	47,610	35.4	68,709	30,886	31.0
Mixed	1601	1416	46.9	392	268	40.6
Indian	6,299	3,459	35.4	923	554	37.5
Pakistani	1,516	565	27.2	300	105	25.9
Bangladeshi	629	286	31.3	39	29	42.6
Other Asian	1,441	728	33.6	204	112	35.4
Black Caribbean	1,655	3,081	65.1	188	210	52.8
Black African	3,556	2,260	38.9	182	114	38.5
Other black	210	345	62.2	16	20	55.6
Chinese	1,303	1,275	49.5	171	206	54.6
Other ethnic group	767	573	42.8	139	88	38.8

Source: IES and Census Standard Table 109.

Table AA10 Ethnicity and gender of business and public sector professionals in the South West and Wales

	South West			Wales		
	Male	Female	% Female	Male	Female	% Female
All ethnicities	33,494	15,900	32.2	15,545	8,884	36.4
White	32,992	15,416	31.8	15,278	8,703	36.3
Mixed	128	111	46.4	49	43	46.7
Indian	111	92	45.3	55	42	43.3
Pakistani	29	34	54.0	41	7	14.6
Bangladeshi	7	9	56.3	16	7	30.4
Other Asian	33	13	28.3	24	19	44.2
Black Caribbean	69	70	50.4	19	17	47.2
Black African	45	39	46.4	21	11	34.4
Other black	10	15	60.0	3	3	50.0
Chinese	38	75	66.4	21	23	52.3
Other ethnic group	32	26	44.8	18	9	33.3

Source: IES and Census Standard Table 109.

Ethnicity and gender of those employed in public administration, by region

Table AA11 Ethnicity and gender of those employed in public administration in the North East and the North West

	North East			North West		
	Male	Female	% Female	Male	Female	% Female
All ethnicities	39,000	37,790	49.2	81,684	82,908	50.4
White	38,566	37,393	49.2	79,423	80,592	50.4
Mixed	125	89	41.6	490	463	48.6
Indian	74	100	57.5	511	592	53.7
Pakistani	91	83	47.7	448	390	46.5
Bangladeshi	15	21	58.3	65	78	54.5
Other Asian	31	23	42.6	105	66	38.6
Black Caribbean	32	15	31.9	241	370	60.6
Black African	16	8	33.3	152	117	43.5
Other black	8	3	27.3	49	41	45.6
Chinese	20	31	60.8	134	135	50.2
Other ethnic group	22	24	52.2	66	64	49.2

Source: IES and Census Standard Table 110.

Table AA12 Ethnicity and gender of those employed in public administration in Yorkshire and Humberside and the East Midlands

	Yorks. and Humberside			East Midlands		
	Male	Female	% Female	Male	Female	% Female
All ethnicities	65,589	53,639	45.0	51,989	42,989	45.3
White	63,232	51,590	44.9	50,086	40,609	44.8
Mixed	390	279	41.7	280	251	47.3
Indian	358	526	59.5	889	1,233	58.1
Pakistani	624	502	44.6	148	135	47.7
Bangladeshi	48	41	46.1	24	36	60.0
Other Asian	406	61	13.1	81	76	48.4
Black Caribbean	274	403	59.5	295	455	60.7
Black African	98	56	36.4	67	54	44.6
Other black	54	53	49.5	49	59	54.6
Chinese	37	63	63.0	33	42	56.0
Other ethnic group	68	65	48.9	37	39	51.3

Source: IES and Census Standard Table 110.

Table AA13 Ethnicity and gender of those employed in public administration in the West Midlands and Eastern region

	West Midlands			Eastern		
	Male	Female	% Female	Male	Female	% Female
All ethnicities	57,468	54,678	48.8	76,709	56,357	42.4
White	54,130	49,778	47.9	74,326	53,908	42.0
Mixed	405	405	50.0	576	424	42.4
Indian	1,168	1,933	62.3	386	606	61.1
Pakistani	488	487	49.9	171	214	55.6
Bangladeshi	82	86	51.2	45	72	61.5
Other Asian	179	125	41.1	216	137	38.8
Black Caribbean	739	1,489	66.8	391	481	55.2
Black African	110	95	46.3	217	207	48.8
Other black	68	154	69.4	174	88	33.6
Chinese	54	77	58.8	71	106	59.9
Other ethnic group	45	49	52.1	136	114	45.6

Source: IES and Census Standard Table 110.

Table AA14 Ethnicity and gender of those employed in public administration in London and the South East

	London			South East		
	Male	Female	% Female	Male	Female	% Female
All ethnicities	90,200	88,061	49.4	137,168	93,516	40.5
White	72,772	60,005	45.2	132,686	89,936	40.4
Mixed	1501	1975	56.8	864	604	41.1
Indian	3,819	6,732	63.8	796	1,111	58.3
Pakistani	1,048	1,051	50.1	293	335	53.3
Bangladeshi	635	675	51.5	53	57	51.8
Other Asian	1,099	1,629	59.7	1,187	263	18.1
Black Caribbean	3,861	8,624	69.1	476	485	50.5
Black African	4,142	5,377	56.5	291	244	45.6
Other black	433	934	68.3	70	74	51.4
Chinese	354	509	59.0	183	193	51.3
Other ethnic group	536	550	50.6	269	214	44.3

Source: IES and Census Standard Table 110.

Table AA15 Ethnicity and gender of those employed in public administration in the South West and Wales

	South West			Wales		
	Male	Female	% Female	Male	Female	% Female
All ethnicities	98,857	62,154	38.6	41,896	38,820	48.1
White	97,384	61,068	38.5	41,397	38,388	48.1
Mixed	480	324	40.3	140	146	51.0
Indian	197	181	47.9	54	82	60.3
Pakistani	58	53	47.7	42	41	49.4
Bangladeshi	19	14	42.4	18	7	28.0
Other Asian	168	46	21.5	129	33	20.4
Black Caribbean	236	226	48.9	38	40	51.3
Black African	99	51	34.0	22	20	47.6
Other black	60	48	44.4	7	9	56.3
Chinese	50	74	59.7	21	26	55.3
Other ethnic group	106	69	39.4	28	28	50.0

Source: IES and Census Standard Table 110.

Appendix 2

The National Online Recruitment Audience Survey (NORAS) Data Tables

On the following the pages...

Table A2.1 Are you ... (residency)

	Men		Women		Disabled		Non-disabled		White		Mixed		Asian		Black		Chinese	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Resident in England	5,514	73	3,712	83	100	62	9,126	77	8,120	76	162	78	367	80	303	82	53	63
Resident in Northern Ireland	40	1	17	0	1	1	56	1	53	1	-	-	2	0	2	1	-	-
Resident in Scotland	460	6	255	6	10	6	705	6	680	6	6	3	10	2	7	2	1	1
Resident in Wales	177	2	118	3	8	5	287	2	281	3	1	1	1	0	3	1	2	2
Resident in another EU country	1,054	14	260	6	35	22	1,279	11	1,172	11	28	14	45	10	32	9	10	12
A non-EU resident with a valid UK work permit	307	4	136	3	7	4	436	4	325	3	11	5	36	8	22	6	18	21
Base	7,552		4,498		161		11,889		10,631		208		461		369		84	

Table A2.2 Where do you currently reside?

	Men		Women		Disabled		Non-disabled		White		Mixed		Asian		Black		Chinese	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Africa	32	10	12	9	1	14	43	10	33	10	-	-	1	3	10	46	-	-
Asia	33	11	7	5	1	14	39	9	21	7	-	-	14	39	-	-	4	22
Australia	49	16	16	12	1	14	64	15	49	15	2	18	1	3	-	-	10	56
Central America	2	1	1	1	-	-	3	1	2	1	-	-	-	-	1	5	-	-
Europe (non EU)	55	18	19	14	-	-	74	17	67	21	-	-	1	3	3	14	-	-
Middle East	17	6	1	1	-	-	18	4	11	3	1	9	1	3	-	-	-	-
North America	44	14	20	15	2	29	62	14	60	19	2	18	-	-	-	-	-	-
South America	7	2	-	-	-	-	7	2	6	2	-	-	-	-	-	-	-	-
United Kingdom	68	22	60	44	2	29	126	29	76	23	6	55	18	50	8	36	4	22
Base	307		136		7		436		325		11		36		22		18	

Table A2.3 Which of the following statements most accurately describes your situation?

	Men		Women		Disabled		Non-disabled		White		Mixed		Asian		Black		Chinese	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Actively looking for my first job	142	2	54	1	19	12	177	2	118	1	11	5	23	5	22	6	8	10
Actively looking for a new job	4,641	62	2,520	56	83	52	7,078	60	6,377	60	104	50	256	56	226	61	42	50
Actively looking for an additional job	574	8	287	6	10	6	851	7	718	7	19	9	63	14	26	7	11	13
Open to opportunities	1,818	24	1,314	29	29	18	3,103	26	2,801	26	49	24	97	21	75	20	21	25
Not planning to change jobs	377	5	323	7	20	12	680	6	617	6	25	12	22	5	20	5	2	2
Base	7,552		4,498		161		11,889		10,631		208		461		369		84	

Table A2.4 What type(s) of job are you looking for?

	Men		Women		Disabled		Non-disabled		White		Mixed		Asian		Black		Chinese	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Full-time permanent	4,579	86	2,372	83	82	74	6,869	85	6,140	86	113	84	275	81	220	82	52	85
Full-time contact/interim	1,901	36	792	28	36	32	2,657	33	2,395	33	35	26	88	26	90	33	16	26
Full-time temporary/seasonal	480	9	242	9	15	14	707	9	633	9	7	5	27	8	34	13	5	8
Part-time permanent	351	7	381	13	16	14	716	9	637	9	15	11	39	12	22	8	1	2
Part-time contract/interim	400	8	284	10	8	7	676	8	620	9	10	8	29	9	10	4	2	3
Part-time temporary/seasonal	195	4	133	5	4	4	324	4	282	4	4	3	17	5	14	5	2	3
Other	87	2	39	1	4	4	122	2	108	2	1	1	7	2	7	3	-	-
Base	5,321		2,845		111		8,055		7,168		134		340		270		61	

Table A2.5 Approximately how many online recruitment sites have you visited while you've been actively looking for a job?

	Men		Women		Disabled		Non-disabled		White		Mixed		Asian		Black		Chinese	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
1 (just this site)	597	14	324	14	17	20	904	14	775	13	13	12	58	20	35	15	10	19
2	537	13	341	14	14	16	864	13	764	13	15	13	36	13	32	14	11	21
3	884	21	524	22	9	11	1,399	21	1,226	21	29	26	64	23	53	22	8	15
4	718	17	421	18	11	13	1,128	17	1,004	17	18	16	48	17	29	12	4	8
5	721	17	362	15	14	16	1,069	16	945	16	18	16	42	15	42	18	13	25
6	421	10	233	10	11	13	643	10	584	10	13	12	21	7	22	9	3	6
7	147	3	68	3	5	6	210	3	189	3	3	3	8	3	9	4	2	4
8	139	3	74	3	3	4	210	3	195	3	1	1	1	0	10	4	1	2
9	25	1	6	0	-	-	31	0	29	0	-	-	-	-	-	-	1	2
10	70	2	47	2	1	1	116	2	102	2	3	3	5	2	4	2	-	-
Base	4,259		2,400		85		6,574		5,813		113		283		236		53	
Mean	3.85		3.78		3.78		3.82		3.85		3.8		3.41		3.81		3.51	

Table A2.6 About how often do you use the Internet?

	Men		Women		Disabled		Non-disabled		White		Mixed		Asian		Black		Chinese	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Every day	5,664	75	3,333	74	115	71	8,882	75	7,961	75	168	81	334	72	248	67	61	73
Most days	910	12	666	15	11	7	1,565	13	1,422	13	16	8	54	12	56	15	7	8
2 to 3 times a week	564	7	284	6	9	6	839	7	735	7	2	1	40	9	34	9	16	19
About once a week	211	3	76	2	6	4	281	2	251	2	4	2	16	3	4	1	-	-
About once a fortnight	80	1	85	2	5	3	160	1	135	1	5	2	10	2	5	1	-	-
About once a month	74	1	21	0	5	3	90	1	82	1	5	2	2	0	3	1	-	-
About once every two or three months	4	0	12	0	-	-	16	0	13	0	3	1	-	-	-	-	-	-
About every six months	24	0	13	0	9	6	28	0	15	0	5	2	-	-	17	5	-	-
Less often	19	0	7	0	-	-	26	0	14	0	-	-	5	1	2	1	-	-
Don't know	2	0	1	0	1	1	2	0	3	0	-	-	-	-	-	-	-	-
Base	7,552		4,498		161		11,889		10,631		208		461		369		84	

Table A2.7 In addition to using the Internet, which of the following other methods are you using to look for jobs?

	Men		Women		Disabled		Non-disabled		White		Mixed		Asian		Black		Chinese	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Careers fairs/exhibitions	534	10	204	7	13	12	725	9	617	9	14	10	39	11	37	14	15	25
Careers service	511	10	157	5	11	10	657	8	568	8	17	13	27	8	29	11	5	8
Direct approaches to employers	2,136	40	924	32	24	21	3,036	37	2,769	38	34	25	109	32	69	25	21	34
Internal bulletin boards/employer intranets	598	11	457	16	18	16	1,037	13	924	13	16	12	33	10	54	20	6	10
Job centre/Jobcentre Plus	807	15	245	9	30	27	1,022	13	915	13	18	13	37	11	49	18	8	13
National newspapers	2,730	51	1,410	49	51	46	4,089	50	3,710	51	55	41	141	41	135	49	22	36
Networking/word of mouth	2,594	48	1,225	43	39	35	3,780	47	3,486	48	40	30	114	33	83	30	20	33
Recruitment consultants/head hunters	2,922	55	1,452	51	36	32	4,338	54	3,926	54	58	43	153	45	132	48	27	44
Regional or local newspapers	1,639	31	907	32	36	32	2,510	31	2,344	32	34	25	51	15	59	22	11	18
Trade magazines	1,469	27	823	29	34	30	2,258	28	2,088	29	27	20	56	16	68	25	12	20
Others	273	5	113	4	15	13	371	5	327	5	5	4	12	4	22	8	7	11
None, I only use the Internet to look for jobs	506	9	277	10	11	10	772	10	624	9	28	21	56	16	23	8	10	16
Base	5,357		2,861		112		8,106		7,213		134		342		274		61	

Table A2.8 Which of the following daily newspapers have you recently used to look for a job?

	Men		Women		Disabled		Non-disabled		White		Mixed		Asian		Black		Chinese	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
A paid for local newspaper	982	34	476	30	18	33	1,440	32	1,372	34	13	19	25	18	28	19	3	14
A free local newspaper	681	23	384	24	13	24	1,052	24	963	24	18	26	23	16	31	21	6	27
Birmingham Mail	79	3	19	1	3	5	95	2	89	2	3	4	3	2	3	2	-	-
Daily Express	71	2	17	1	2	4	86	2	77	2	2	3	3	2	4	3	1	5
Daily Mail	206	7	57	4	8	15	255	6	236	6	3	4	4	3	9	6	2	9
Daily Mirror	53	2	17	1	2	4	68	2	53	1	3	4	6	4	6	4	1	5
Daily Record	80	3	24	2	1	2	103	2	102	3	-	-	-	-	1	1	-	-
Daily Star	23	1	7	0	1	2	29	1	23	1	2	3	-	-	1	1	4	18
Evening Chronicle (Newcastle)	28	1	10	1	2	4	36	1	36	1	1	1	-	-	1	1	-	-
Evening News (Edinburgh)	32	1	13	1	1	2	44	1	44	1	-	-	-	-	1	1	-	-
Evening Standard (London)	257	9	203	13	7	13	453	10	364	9	9	13	29	21	43	29	1	5
Evening Times (Glasgow)	30	1	11	1	1	2	40	1	38	1	-	-	-	-	1	1	-	-
Financial Times	404	14	102	7	3	5	503	11	436	11	3	4	32	23	16	11	4	18
Liverpool Echo	39	1	22	1	3	5	58	1	60	1	-	-	-	-	1	1	-	-
Metro (London)	186	6	151	10	7	13	330	7	259	6	8	12	21	15	33	22	3	14
Metro (Liverpool)	13	0	10	1	3	5	20	0	22	1	-	-	-	-	1	1	-	-
Metro (Newcastle)	9	0	1	0	2	4	8	0	9	0	-	-	-	-	1	1	-	-
Metro (Birmingham)	24	1	8	1	-	-	32	1	28	1	2	3	-	-	2	1	-	-
Metro (Scotland)	14	0	7	0	-	-	21	0	20	0	-	-	-	-	-	-	-	-
The Business	17	1	8	1	1	2	24	1	20	0	1	1	1	1	1	1	1	5
The Daily Telegraph	850	29	209	13	10	18	1,049	24	984	24	8	12	25	18	14	9	3	14
The Guardian	799	27	748	48	16	29	1,531	35	1,337	33	34	50	58	41	72	49	9	41
The Herald	164	6	83	5	3	5	244	6	239	6	2	3	2	1	1	1	-	-

Continued

Table A2.8 Continued

	Men		Women		Disabled		Non-disabled		White		Mixed		Asian		Black		Chinese	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
The Independent	226	8	120	8	2	4	344	8	301	7	12	18	18	13	8	5	-	-
The Manchester Evening News	99	3	57	4	1	2	155	3	146	4	4	6	2	1	3	2	-	-
The Press and Journal	31	1	12	1	-	-	43	1	42	1	-	-	1	1	-	-	-	-
The Scotsman	146	5	73	5	4	7	215	5	215	5	1	1	1	1	-	-	-	-
The Sun	91	3	17	1	2	4	106	2	87	2	2	3	3	2	11	7	4	18
The Times	736	25	393	25	5	9	1,124	25	1,025	25	16	24	33	23	27	18	9	41
Western Mail	64	2	39	2	2	4	101	2	97	2	-	-	-	-	4	3	1	5
Other	389	13	168	11	6	11	551	12	508	13	4	6	21	15	17	11	-	-
Don't know	24	1	15	1	-	-	39	1	30	1	2	3	2	1	1	1	-	-
Base	2,919		1,568		55		4,432		4,030		68		141		148		22	

Table A2.9 Which of the following Sunday newspapers have you recently used to look for a job?

	Men		Women		Disabled		Non-disabled		White		Mixed		Asian		Black		Chinese	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
A paid for local newspaper	169	10	48	7	3	9	214	9	199	9	6	18	7	11	4	7	-	-
A free local newspaper	112	6	69	10	1	3	180	7	164	7	4	12	4	6	5	8	1	10
Daily Star – Sunday	11	1	6	1	1	3	16	1	11	0	2	6	-	-	-	-	4	40
News of the World	32	2	14	2	3	9	43	2	38	2	2	6	-	-	5	8	-	-
Scotland on Sunday	67	4	39	6	2	6	104	4	104	5	1	3	-	-	1	2	-	-
Sunday Express	31	2	12	2	1	3	42	2	38	2	1	3	1	2	2	3	-	-
Sunday Herald	53	3	39	6	2	6	90	4	90	4	-	-	1	2	1	2	-	-
Sunday Mail (Scotland)	65	4	22	3	-	-	87	4	78	3	2	6	-	-	4	7	-	-
Sunday Mirror	15	1	11	2	1	3	25	1	21	1	2	6	1	2	1	2	-	-
The Business	26	1	6	1	1	3	31	1	24	1	1	3	2	3	3	5	1	10
The Independent on Sunday	86	5	43	6	1	3	128	5	112	5	3	9	7	11	4	7	-	-
The Mail on Sunday	127	7	33	5	3	9	157	6	149	7	2	6	4	6	2	3	-	-
The Observer	133	7	92	13	5	15	220	9	203	9	4	12	7	11	5	8	-	-
The People	7	0	7	1	1	3	13	1	13	1	-	-	-	-	1	2	-	-
The Sunday Post (Scotland)	15	1	3	0	5	15	13	1	15	1	-	-	-	-	1	2	-	-
The Sunday Telegraph	374	21	89	13	6	18	457	19	432	19	3	9	9	14	10	17	1	10
The Sunday Times	988	56	383	55	13	39	1,358	56	1,269	56	18	53	37	57	25	42	3	30
Other	241	14	84	12	10	30	315	13	283	13	3	9	14	22	17	28	1	10
Don't know	35	2	20	3	-	-	55	2	43	2	3	9	2	3	-	-	2	20
Base	1,775		694		33		2,436		2,256		34		65		60		10	

Table A2.10 What is your working status?

	Men		Women		Disabled		Non-disabled		White		Mixed		Asian		Black		Chinese	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Full-time on a permanent basis	4,529	60	2,908	65	89	55	7,348	62	6,596	62	131	63	271	59	212	57	65	77
Full-time on a contract/ interim basis	854	11	397	9	14	9	1,237	10	1,082	10	18	9	49	11	47	13	10	12
Full-time on a temporary/seasonal basis	87	1	73	2	6	4	154	1	133	1	4	2	2	0	14	4	2	2
Part-time on a permanent basis	117	2	161	4	8	5	270	2	238	2	5	2	17	4	11	3	-	-
Part-time on a contract/ interim basis	259	3	110	2	10	6	359	3	331	3	2	1	18	4	6	2	-	-
Part-time on a temporary/ seasonal basis	70	1	43	1	-	-	113	1	89	1	9	4	7	2	8	2	-	-
Not employed	1,412	19	640	14	21	13	2,031	17	1,817	17	32	15	84	18	62	17	7	8
Other	224	3	166	4	13	8	377	3	345	3	7	3	13	3	9	2	-	-
Base	7,552		4,498		161		11,889		10,631		208		461		369		84	

Table A2.11 How many years work experience have you had since leaving full-time education?

	Men		Women		Disabled		Non-disabled		White		Mixed		Asian		Black		Chinese	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Less than one year	75	1	33	1	5	3	103	1	68	1	7	3	13	3	10	3	3	4
1 - 2 years	130	2	84	2	4	2	210	2	149	1	11	5	24	5	18	5	8	10
3 - 5 years	437	6	367	8	7	4	797	7	638	6	24	12	58	13	33	9	17	20
6 - 10 years	1,002	13	996	22	34	21	1,964	17	1,652	16	51	25	123	27	87	24	22	26
11 - 15 years	1,075	14	785	17	24	15	1,836	15	1,610	15	38	18	93	20	67	18	9	11
16 - 20 years	1,258	17	831	18	15	9	2,074	17	1,843	17	30	14	69	15	85	23	8	10
21 - 30 years	2,254	30	1,083	24	37	23	3,300	28	3,114	29	38	18	65	14	53	14	10	12
31 years or more	1,298	17	304	7	34	21	1,568	13	1,523	14	9	4	16	3	13	4	6	7
I would rather not say	23		15		1	1	37		34		-	-	-	-	3	1	1	1
Base	7,552		4,498		161		11,889		10,631		208		461		369		84	

Table A2.12 Is this the first time you have visited this site?

	Men		Women		Disabled		Non-disabled		White		Mixed		Asian		Black		Chinese	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Yes	1,815	24	1,060	24	68	42	2,807	24	2,545	24	43	21	110	24	83	22	18	21
No	5,737	76	3,438	76	93	58	9,082	76	8,086	76	165	79	351	76	286	78	66	79
Base	7,552		4,498		161		11,889		10,631		208		461		369		84	

Table A2.13 How did you first find out about this site?

	Men		Women		Disabled		Non-disabled		White		Mixed		Asian		Black		Chinese	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Through an industry trade body/ association	31	2	17	2	5	7	43	2	37	1	4	9	2	2	-	-	4	22
Via a search engine	717	40	365	34	15	22	1,067	38	956	38	20	47	43	39	27	33	3	17
Through a link from another website	313	17	203	19	11	16	505	18	443	17	5	12	22	20	23	28	6	33
I read an article/saw a feature about the site	66	4	36	3	5	7	97	3	94	4	-	-	1	1	3	4	2	11
I received an email regarding the site	104	6	52	5	5	7	151	5	141	6	4	9	6	5	1	1	-	-
I was attracted to the site by its advertising	70	4	37	3	2	3	105	4	98	4	-	-	2	2	6	7	-	-
Through a careers office/job centre	34	2	9	1	8	12	35	1	31	1	-	-	1	1	9	11	1	6
Word of mouth/the site was recommended to me	328	18	197	19	5	7	520	19	477	19	5	12	24	22	9	11	1	6
Through reading an affiliated newspaper/magazine	97	5	96	9	11	16	182	6	184	7	2	5	3	3	3	4	1	6
Television/radio advertising	8	0	6	1	-	-	14	0	11	0	-	-	-	-	-	-	-	-
Careers fair/exhibition	3	0	4	0	-	-	7	0	3	0	-	-	3	3	1	1	-	-
Others	44	2	38	4	1	1	81	3	70	3	3	7	3	3	1	1	-	-
Base	1,815		1,060		68		2,807		2,545		43		110		83		18	

Table A2.14 What are the three main reasons you have chosen to use this site again?

	Men		Women		Disabled		Non-disabled		White		Mixed		Asian		Black		Chinese	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
I have previously got an interview/a job through the site	1,129	20	616	18	24	26	1,721	19	1,505	19	23	14	76	22	71	25	16	24
I like the editorial content/advice that it offers	522	9	277	8	8	9	791	9	702	9	12	7	29	8	28	10	10	15
I think it has a good selection of employers for me	2,103	37	1,285	38	30	32	3,358	37	2,975	37	65	39	143	41	117	41	31	47
I think it has a good selection of jobs for me	3,225	56	1,876	55	34	37	5,067	56	4,486	56	86	52	201	57	172	60	43	65
I think it is easy to use	2,021	35	1,231	36	38	41	3,214	36	2,865	36	51	31	137	39	109	38	21	32
I received an email about the site	423	7	164	5	19	20	568	6	515	6	4	2	15	4	22	8	9	14
I trust the website/it has a good reputation	1,719	30	1,143	33	24	26	2,838	31	2,514	31	51	31	131	37	83	29	25	38
No particular reason	762	13	387	11	13	14	1,136	13	1,011	13	25	15	46	13	33	12	2	3
Others	412	7	278	8	6	6	684	8	615	8	11	7	19	5	16	6	2	3
Base	5,722		3,424		93		9,053		8,059		165		351		285		66	

Table A2.15 Other reasons for visiting online recruitment sites

	Men		Women		Disabled		Non-disabled		White		Mixed		Asian		Black		Chinese	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
To obtain information about specific companies/potential employers	1,859	25	1,080	24	32	20	2,907	25	2,609	25	43	21	106	23	85	23	29	35
To obtain advice about working in my industry sector	813	11	505	11	25	16	1,293	11	1,110	11	31	15	71	15	48	13	17	20
To obtain general news and information about my industry sector	1,680	22	1,142	26	42	26	2,780	24	2,464	23	55	27	118	26	96	26	28	33
For general career advice	1,160	15	755	17	26	16	1,889	16	1,654	16	39	19	89	19	76	21	19	23
To make salary comparisons	2,210	30	1,547	35	43	27	3,714	31	3,321	31	67	33	133	29	118	32	24	29
To find out more about recruitment consultancies	1,305	17	754	17	14	9	2,045	17	1,809	17	36	18	92	20	62	17	12	14
To register for job alerts by email	2,857	38	1,538	34	59	37	4,336	37	3,908	37	79	39	149	32	141	38	28	33
To register for job alerts by mobile (text/SMS)	275	4	117	3	8	5	384	3	313	3	4	2	28	6	32	9	6	7
To register my CV	3,345	45	1,471	33	58	36	4,758	40	4,265	40	78	39	184	40	166	45	31	37
To set up an RSS feed	130	2	48	1	5	3	173	1	145	1	7	3	11	2	7	2	-	-
To network/participate in forums	331	4	134	3	12	8	453	4	405	4	7	3	23	5	18	5	2	2
To download pod casts	90	1	22	0	10	6	102	1	90	1	3	1	12	3	6	2	-	-
Others	284	4	197	4	9	6	472	4	413	4	9	4	19	4	20	5	7	8
None, I just visit sites to look for jobs	1,682	22	1,110	25	35	22	2,757	23	2,495	24	36	18	104	23	56	15	11	13
Base	7,489		4,464		159		11,794		10,548		202		460		367		84	

Table A2.16 Have you ever applied for a job that you have found on the Internet?

	Men		Women		Disabled		Non-disabled		White		Mixed		Asian		Black		Chinese	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Yes	6,018	80	3,390	75	116	72	9,292	78	8,282	78	159	76	359	78	306	83	69	82
No	1,534	20	1,108	25	45	28	2,597	22	2,349	22	49	24	102	22	63	17	15	18
Base	7,552		4,498		161		11,889		10,631		208		461		369		84	

Table A2.17 Have you applied for a job from this site in the last six months?

	Men		Women		Disabled		Non-disabled		White		Mixed		Asian		Black		Chinese	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Yes	3,116	52	1,335	39	55	47	4,396	47	3,864	47	69	43	212	59	160	52	39	57
No	2,712	45	1,949	57	50	43	4,611	50	4,165	50	83	52	141	39	134	44	26	38
Don't know	190	3	106	3	11	9	285	3	253	3	7	4	6	2	12	4	4	6
Base	6,018		3,390		116		9,292		8,282		159		359		306		69	

Table A2.18 How did you initially apply for the last job you found on the Internet?

	Men		Women		Disabled		Non-disabled		White		Mixed		Asian		Black		Chinese	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Completed an online application form	1,571	26	943	28	31	27	2,483	27	2,204	27	46	29	113	31	88	29	12	17
Emailed CV to an employer/consultant	2,883	48	1,422	42	49	42	4,256	46	3,793	46	72	45	165	46	134	44	34	49
Contacted after uploading my CV	521	9	280	8	10	9	791	9	714	9	15	9	28	8	23	8	3	4
By another electronic means	70	1	37	1	2	2	105	1	91	1	-	-	4	1	4	1	6	9
Completed a hard copy application form	130	2	214	6	6	5	338	4	292	4	9	6	11	3	22	7	1	1
Telephoned an employer/consultant	276	5	153	5	5	4	424	5	393	5	6	4	8	2	4	1	2	3
Posted my CV with a covering letter	299	5	157	5	8	7	448	5	409	5	5	3	16	4	13	4	2	3
By another non-electronic means	39	1	32	1	-	-	71	1	58	1	-	-	3	1	2	1	2	3
Don't know/can't remember	229	4	152	4	5	4	376	4	328	4	6	4	11	3	16	5	7	10
Base	6,018		3,390		116		9,292		8,282		159		359		306		69	

Table A2.19 Have you ever obtained an interview as a result of an application for a job you found on the Internet?

	Men		Women		Disabled		Non-disabled		White		Mixed		Asian		Black		Chinese	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Yes	4,403	73	2,493	74	88	76	6,808	73	6,094	74	116	73	248	69	221	72	52	75
No	1,615	27	897	26	28	24	2,484	27	2,188	26	43	27	111	31	85	28	17	25
Base	6,018		3,390		116		9,292		8,282		159		359		306		69	

Table A2.20 Have you ever obtained a job as a result of an interview you gained after applying for a job you found on the Internet?

	Men		Women		Disabled		Non-disabled		White		Mixed		Asian		Black		Chinese	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Yes	2,487	56	1,549	62	60	68	3,976	58	3,504	57	77	66	162	65	142	64	42	81
No	1,916	44	944	38	28	32	2,832	42	2,590	43	39	34	86	35	79	36	10	19
Base	4,403		2,493		88		6,808		6,094		116		248		221		52	

Table A2.21 Which of these age groups do you fit into?

	Men		Women		Disabled		Non-disabled		White		Mixed		Asian		Black		Chinese	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
16-24 (20)	153	2	98	2	15	9	236	2	186	2	18	9	20	4	14	4	5	6
25-34 (30)	1,558	21	1,535	34	46	29	3,047	26	2,583	24	77	37	186	40	101	27	42	50
35-44 (40)	2,790	37	1,706	38	33	20	4,463	38	3,940	37	72	35	178	39	177	48	18	21
45-54 (50)	2,298	30	990	22	44	27	3,244	27	3,049	29	38	18	60	13	73	20	18	21
55-64 (60)	744	10	158	4	22	14	880	7	860	8	2	1	16	3	1	0	-	
65 or over (67)	9	0	11	0	1	1	19	0	13	0	1	0	1	0	3	1	1	1
Base	7,552		4,498		161		11,889		10,631		208		461		369		84	

Table A2.22 Gender?

	Men		Women		Disabled		Non-disabled		White		Mixed		Asian		Black		Chinese	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Male	7,552	100	-		117	73	7,435	63	6,721	63	98	47	304	66	184	50	53	63
Female	-		4,498	100	44	27	4,454	37	3,910	37	110	53	157	34	185	50	31	37
Base	7,552		4,498		161		11,889		10,631		208		461		369		84	

Table A2.23 Please indicate which of the following UK qualifications or non-UK equivalents you possess (select all that you have obtained)

	Men		Women		Disabled		Non-disabled		White		Mixed		Asian		Black		Chinese	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
GCSE, 'O' level, Standard grade	4,279	57	2,534	56	71	44	6,742	57	6,168	58	109	52	191	42	188	51	23	28
A, 'AS', Higher, CSYS level	3,242	43	2,125	47	56	35	5,311	45	4,860	46	85	41	166	36	121	33	24	29
Vocational qual (eg GNVQ, BTEC)	1,931	26	880	20	37	23	2,774	23	2,572	24	40	19	54	12	82	22	7	8
Degree (eg BA, BSC ,B Eng, B Ed, LLB)	3,599	48	2,638	59	58	36	6,179	52	5,437	51	112	54	276	60	205	56	45	54
Higher Degree (eg MA, MBA, MSc, PhD)	2,328	31	1,401	31	60	37	3,669	31	3,170	30	76	37	199	43	139	38	33	40
Professional qual (eg ACCA, CIMA, PGCE)	2,602	35	1,691	38	55	34	4,238	36	3,816	36	55	26	178	39	130	35	24	29
None of the above	170	2	37	1	18	11	189	2	174	2	5	2	13	3	4	1	3	4
Base	7,542		4,493		161		11,874		10,621		208		460		368		83	

Table A2.24 Highest qualification obtained

	Men		Women		Disabled		Non-disabled		White		Mixed		Asian		Black		Chinese	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
GCSE/'O' level	428	6	180	4	16	10	592	5	564	5	12	6	7	2	14	4	-	-
A/'AS' level/Vocational qual	1,289	17	564	13	20	12	1,833	15	1,713	16	30	14	27	6	41	11	3	4
Degree/Higher Degree/ Professional qual	5,655	75	3,712	83	107	66	9,260	78	8,170	77	161	77	413	90	309	84	77	92
None	180	2	42	1	18	11	204	2	184	2	5	2	14	3	5	1	4	5
Base	7,552		4,498		161		11,889		10,631		208		461		369		84	

Table A2.25 Which of the following most accurately reflects your working status (or working status in your last job if currently unemployed)?

	Men		Women		Disabled		Non-disabled		White		Mixed		Asian		Black		Chinese	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Chief Executive/Owner	330	4	102	2	4	2	428	4	396	4	12	6	6	1	8	2	1	1
Director	1,106	15	345	8	19	12	1,432	12	1,335	13	19	9	45	10	15	4	7	8
Senior Manager	1,884	25	984	22	41	25	2,827	24	2,601	24	37	18	92	20	64	17	16	19
Middle Manager	1,705	23	1,391	31	35	22	3,061	26	2,748	26	59	28	103	22	108	29	14	17
Junior Manager/Supervisor	653	9	512	11	12	7	1,153	10	987	9	22	11	63	14	54	15	8	10
Employee	902	12	675	15	24	15	1,553	13	1,321	12	36	17	74	16	72	20	27	32
Trainee	37	0	22	0	2	1	57	0	38	0	5	2	11	2	3	1	1	1
Temporary employee	61	1	70	2	2	1	129	1	101	1	4	2	11	2	9	2	-	-
Self-employed/freelance	619	8	224	5	16	10	827	7	758	7	8	4	33	7	18	5	5	6
Other	255	3	173	4	6	4	422	4	346	3	6	3	23	5	18	5	5	6
Base	7,552		4,498		161		11,889		10,631		208		461		369		84	

Table A2.26 In which industry sector does your employer operate (or your last employer if you are currently not employed)?

	Men		Women		Disabled		Non-disabled		White		Mixed		Asian		Black		Chinese	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Accountancy	140	2	63	1	3	2	200	2	166	2	5	2	15	3	9	2	5	6
Advertising/PR	99	1	95	2	1	1	193	2	177	2	3	1	4	1	4	1	1	1
Agriculture/Fisheries/Farming	27	0	6	0	1	1	32	0	32	0	1	0	-	-	-	-	-	-
Architecture	4	0	16	0	1	1	19	0	17	0	2	1	-	-	1	0	-	-
Arts & Heritage	17	0	33	1	2	1	48	0	42	0	2	1	1	0	4	1	-	-
Aviation/Aerospace	80	1	35	1	1	1	114	1	104	1	-	-	1	0	-	-	1	1
Banking & Financial Services	908	12	462	10	20	12	1,350	11	1,157	11	28	13	82	18	32	9	26	31
Call centre/customer service	2	0	3	0	-	-	5	0	4	0	-	-	-	-	-	-	-	-
Central Government	119	2	90	2	9	6	200	2	165	2	6	3	11	2	20	5	-	-
Charity/Voluntary	91	1	182	4	6	4	267	2	237	2	5	2	10	2	11	3	2	2
Civil or Structural Engineering	37	0	10	0	1	1	46	0	42	0	-	-	3	1	2	1	-	-
Construction	240	3	29	1	6	4	263	2	260	2	3	1	2	0	2	1	-	-
Consultancy	140	2	67	1	1	1	206	2	189	2	4	2	6	1	5	1	-	-
Consumer goods - FMCG	223	3	71	2	3	2	291	2	270	3	3	1	12	3	6	2	1	1
Consumer goods - non-FMCG	129	2	44	1	-	-	173	1	160	2	-	-	6	1	2	1	1	1
Defence/Emergency services	186	2	28	1	1	1	213	2	200	2	-	-	2	0	7	2	1	1
Design/Creative	69	1	47	1	1	1	115	1	108	1	3	1	1	0	1	0	1	1
Education	512	7	640	14	12	7	1,140	10	1,021	10	16	8	49	11	37	10	12	14
Engineering/Manufacturing	714	9	112	2	7	4	819	7	759	7	7	3	23	5	18	5	4	5
Entertainment	51	1	27	1	3	2	75	1	66	1	5	2	4	1	1	0	-	-
Health/Care	205	3	305	7	7	4	503	4	451	4	5	2	15	3	26	7	-	-
Hospitality/Catering	87	1	35	1	2	1	120	1	114	1	-	-	6	1	2	1	-	-

Table A2.26 Continued

	Men		Women		Disabled		Non-disabled		White		Mixed		Asian		Black		Chinese	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Housing/Regeneration/ Environment	49	1	63	1	2	1	110	1	96	1	1	0	3	1	9	2	1	1
Insurance	119	2	60	1	5	3	174	1	159	1	1	0	7	2	4	1	-	-
IT	810	11	219	5	16	10	1,013	9	871	8	18	9	54	12	47	13	4	5
Law	289	4	237	5	9	6	517	4	460	4	7	3	25	5	20	5	5	6
Leisure/Tourism	47	1	38	1	2	1	83	1	79	1	1	0	2	0	1	0	-	-
Local Government/Social Services	178	2	224	5	7	4	395	3	325	3	16	8	14	3	34	9	4	5
Marketing	135	2	136	3	4	2	267	2	231	2	9	4	12	3	8	2	3	4
Media	235	3	222	5	6	4	451	4	409	4	8	4	18	4	7	2	1	1
Pharmaceutical	136	2	100	2	-	-	236	2	206	2	6	3	18	4	3	1	1	1
Property	84	1	42	1	1	1	125	1	113	1	3	1	4	1	2	1	-	-
Recruitment	178	2	194	4	1	1	371	3	337	3	8	4	11	2	6	2	1	1
Research/Science	97	1	100	2	2	1	195	2	179	2	6	3	3	1	6	2	-	-
Retail	221	3	125	3	5	3	341	3	321	3	9	4	4	1	4	1	5	6
Telecommunications	378	5	121	3	1	1	498	4	443	4	8	4	20	4	12	3	-	-
Transport and logistics	229	3	68	2	6	4	291	2	273	3	5	2	2	0	4	1	2	2
Travel	62	1	36	1	3	2	95	1	88	1	-	-	4	1	2	1	-	-
Utilities	152	2	63	1	2	1	213	2	193	2	3	1	5	1	5	1	2	2
Other	73	1	50	1	1	1	122	1	107	1	1	0	2	0	5	1	-	-
Base	7,552		4,498		161		11,889		10,631		208		461		369		84	

Table A2.27 Which role do you primarily perform in your current job?

	Men		Women		Disabled		Non-disabled		White		Mixed		Asian		Black		Chinese	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Accountancy/Finance	721	10	343	8	11	7	1,053	9	889	8	34	16	66	14	47	13	7	8
Admin/Secretarial	33	0	223	5	6	4	250	2	217	2	8	4	5	1	18	5	-	-
Advertising	42	1	41	1	2	1	81	1	77	1	-	-	3	1	1	0	1	1
Armed forces/Fire/Police	13	0	3	0	-	-	16	0	16	0	-	-	-	-	-	-	-	-
Banking/Financial services	422	6	135	3	13	8	544	5	454	4	13	6	39	8	17	5	16	19
Catering	27	0	13	0	1	1	39	0	38	0	-	-	1	0	1	0	-	-
Construction/Civil engineer	109	1	13	0	1	1	121	1	113	1	3	1	1	0	4	1	-	-
Consulting/Strategy	472	6	233	5	7	4	698	6	632	6	8	4	32	7	15	4	2	2
Creative/Artistic	71	1	52	1	-	-	123	1	109	1	3	1	4	1	3	1	1	1
Criminal Justice	45	1	29	1	-	-	74	1	72	1	-	-	-	-	-	-	1	1
Customer Service	56	1	66	1	2	1	120	1	111	1	3	1	-	-	4	1	-	-
Design	106	1	45	1	-	-	151	1	132	1	1	0	9	2	4	1	1	1
Domestic	7	0	2	0	-	-	9	0	6	0	-	-	3	1	-	-	-	-
Driver/Distribution/Transport	33	0	8	0	4	2	37	0	36	0	1	0	2	0	2	1	-	-
Editorial	51	1	56	1	-	-	107	1	96	1	3	1	4	1	2	1	1	1
Engineering/Manufacturing	424	6	36	1	9	6	451	4	416	4	5	2	11	2	10	3	4	5
Fundraising	17	0	23	1	2	1	38	0	35	0	-	-	1	0	2	1	-	-
General Management	1,220	16	579	13	22	14	1,777	15	1,668	16	21	10	35	8	39	11	5	6
Graduate scheme	10	0	6	0	-	-	16	0	13	0	-	-	3	1	-	-	-	-
HR/Training	332	4	473	11	7	4	798	7	754	7	8	4	14	3	17	5	1	1
IT	985	13	243	5	21	13	1,207	10	1,048	10	20	10	62	13	51	14	10	12
Legal	271	4	216	5	3	2	484	4	416	4	10	5	29	6	17	5	5	6
Manual	25	0	5	0	1	1	29	0	24	0	-	-	-	-	4	1	1	1

Table A2.27 Continued

	Men		Women		Disabled		Non-disabled		White		Mixed		Asian		Black		Chinese	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Marketing	317	4	351	8	10	6	658	6	585	6	19	9	26	6	18	5	6	7
Medical/Health	67	1	123	3	4	2	186	2	170	2	-	-	11	2	4	1	-	-
Pharmaceutical Development	35	0	23	1	4	2	54	0	43	0	2	1	6	1	7	2	-	-
Property professional	30	0	10	0	1	1	39	0	36	0	-	-	-	-	-	-	1	1
Public Relations	40	1	80	2	2	1	118	1	104	1	4	2	2	0	8	2	1	1
Public Services/Social Care/ Community Work	103	1	139	3	3	2	239	2	192	2	7	3	14	3	23	6	3	4
Research	154	2	189	4	4	2	339	3	280	3	16	8	19	4	5	1	10	12
Retail	72	1	24	1	-	-	96	1	89	1	3	1	1	0	1	0	1	1
Sales	660	9	249	6	8	5	901	8	833	8	11	5	22	5	15	4	1	1
Scientific	58	1	48	1	1	1	105	1	98	1	1	0	1	0	1	0	-	-
Security	19	0	2	0	1	1	20	0	18	0	-	-	-	-	2	1	-	-
Skilled trade (eg plumber, electrician etc.)	108	1	2	0	-	-	110	1	100	1	1	0	1	0	-	-	-	-
Teaching/Academic	336	4	380	8	6	4	710	6	639	6	2	1	29	6	26	7	4	5
Other	61	1	35	1	5	3	91	1	72	1	1	0	5	1	1	0	1	1
Base	7,552		4,498		161		11,889		10,631		208		461		369		84	

Table A2.28 Which band does your pre-tax salary (including bonus) fall into?

	Men		Women		Disabled		Non-disabled		White		Mixed		Asian		Black		Chinese	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
£30,000 - £39,999	2,510	33	2,281	51	64	40	4,727	40	4,182	39	88	42	176	38	187	51	34	40
£40,000 - £49,999	1,356	18	897	20	23	14	2,230	19	1,957	18	43	21	113	25	71	19	12	14
£50,000 - £59,999	860	11	453	10	10	6	1,303	11	1,196	11	18	9	32	7	31	8	4	5
£60,000 - £69,999	620	8	275	6	12	7	883	7	793	7	11	5	40	9	21	6	12	14
£70,000 - £79,999	487	6	178	4	4	2	661	6	612	6	7	3	23	5	8	2	4	5
£80,000 - £89,999	376	5	120	3	10	6	486	4	457	4	10	5	10	2	11	3	-	-
£90,000 - £99,999	295	4	77	2	3	2	369	3	330	3	6	3	21	5	12	3	2	2
£100,000 - £149,000	668	9	124	3	6	4	786	7	720	7	8	4	17	4	13	4	7	8
£150,000 - £199,000	213	3	50	1	11	7	252	2	226	2	2	1	15	3	5	1	5	6
£200,000 or more	167	2	43	1	18	11	192	2	158	1	15	7	14	3	10	3	4	5
Base	7,552		4,498		161		11,889		10,631		208		461		369		84	
Mean	65		51		79		59		60		64		61		55		70	

Table A2.29 What is your ethnic group?

	Men		Women		Disabled		Non-disabled		White		Mixed		Asian		Black		Chinese	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
British	5,101	68	3,057	68	77	48	8,081	68	8,158	77	-	-	-	-	-	-	-	-
Irish	206	3	143	3	5	3	344	3	349	3	-	-	-	-	-	-	-	-
Other European	1,048	14	437	10	24	15	1,461	12	1,485	14	-	-	-	-	-	-	-	-
Other white background	366	5	273	6	9	6	630	5	639	6	-	-	-	-	-	-	-	-
White and black Caribbean	13	0	29	1	-	-	42	0	-	-	42	20	-	-	-	-	-	-
White and black African	22	0	14	0	-	-	36	0	-	-	36	17	-	-	-	-	-	-
White and Asian	32	0	33	1	5	3	60	1	-	-	65	31	-	-	-	-	-	-
Other mixed background	31	0	34	1	-	-	65	1	-	-	65	31	-	-	-	-	-	-
Indian	191	3	99	2	3	2	287	0	-	-	-	-	290	63	-	-	-	-
Pakistani	40	1	28	1	3	2	65	1	-	-	-	-	68	15	-	-	-	-
Bangladeshi	11	0	1	0	-	-	12	0	-	-	-	-	12	3	-	-	-	-
Other Asian background	62	1	29	1	3	2	88	1	-	-	-	-	91	20	-	-	-	-
Caribbean	51	1	101	2	9	6	143	1	-	-	-	-	-	-	152	41	-	-
African	120	2	58	1	8	5	170	1	-	-	-	-	-	-	178	48	-	-
Other black background	13	0	26	1	-	-	39	0	-	-	-	-	-	-	39	11	-	-
Chinese	53	1	31	1	7	4	77	1	-	-	-	-	-	-	-	-	84	100
Other ethnic group	22	0	22	0	-	-	44	0	-	-	-	-	-	-	-	-	-	-
I would rather not say	170	2	83	2	8	5	245	2	-	-	-	-	-	-	-	-	-	-
Base	7,552		4,498		161		11,889		10,631		208		461		369		84	

Table A2.30 Are you registered as disabled?

	Men		Women		Disabled		Non-disabled		White		Mixed		Asian		Black		Chinese	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Yes	117	2	44	1	161	100	-		115	1	5	2	9	2	17	5	7	8
No	7,205	95	4,393	98	-		11,598	98	10,355	97	187	90	440	95	348	94	73	87
Don't know	91	1	14	0	-		105	1	71	1	7	3	7	2	3	1	4	5
I would rather not say	139	2	47	1	-		186	2	90	1	9	4	5	1	1	0	-	-
Base	7,552		4,498		161		11,889		10,631		208		461		369		84	

Table A2.31 Which of the following do you have access to for personal and/or business use?

	Men		Women		Disabled		Non-disabled		White		Mixed		Asian		Black		Chinese	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Desktop computer	6,017	80	3,411	76	110	69	9,318	79	8,369	79	157	75	340	74	277	75	63	75
Laptop computer	5,474	73	3,247	73	104	65	8,617	73	7,780	73	146	70	318	69	234	63	48	57
Dial-up Internet connection at home	1,117	15	680	15	30	19	1,767	15	1,605	15	30	14	59	13	69	19	6	7
Broadband Internet connection at home	5,757	76	3,324	74	96	60	8,985	76	8,127	77	136	65	311	68	240	65	62	74
Wi-Fi	2,575	34	1,106	25	50	31	3,631	31	3,290	31	72	35	115	25	84	23	25	30
Mobile phone WAP, GPRS compatible	3,896	52	2,091	47	56	35	5,931	50	5,371	51	92	44	190	41	174	47	28	33
Mobile phone that's 3G compatible	1,635	22	801	18	33	21	2,403	20	2,121	20	47	23	98	21	88	24	15	18
Hand held/Palmtop computer/PDA	1,310	17	462	10	21	13	1,751	15	1,574	15	35	17	59	13	49	13	14	17
Smartphone, eg Blackberry	931	12	420	9	16	10	1,335	11	1,192	11	24	12	49	11	30	8	9	11
Internet TV	611	8	300	7	31	19	880	7	763	7	22	11	38	8	42	11	7	8
VOIP	1,266	17	341	8	22	14	1,585	13	1,420	13	33	16	43	9	47	13	7	8
Don't know	21	0	16	0	2	1	35	0	23	0	3	1	2	0	7	2	-	-
Base	7,537		4,477		160		11,854		10,605		208		459		369		84	

Table A2.32 Region

	Men		Women		Disabled		Non-disabled		White		Mixed		Asian		Black		Chinese	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
East Anglia	218	3.67	102	2.58	3	3.03	308	3.20	314	3.57	-	1.83	-	5.32	2	0.66	1	2.00
East Midlands	309	5.21	144	3.65	2	2.02	446	4.64	425	4.84	3	1.83	19	0.28	1	0.33	2	4.00
Northern	161	2.71	79	2.00	5	5.05	231	2.40	230	2.62	3	-	1	0.28	2	0.66	1	2.00
Northern Ireland	34	0.57	12	0.30	-	-	42	0.44	45	0.51	-	4.27	1	2.80	-	-	-	-
Northwest	474	7.99	245	6.21	15	15.15	693	7.21	670	7.62	7	6.71	10	3.36	14	4.61	1	2.00
Scotland	453	7.64	241	6.11	8	8.08	675	7.02	654	7.44	11	35.98	12	49.30	6	1.97	2	4.00
Southeast (Exc. London)	1,941	32.72	1,271	32.21	24	24.24	3,148	32.74	2,819	32.08	59	1.83	176	1.12	89	29.28	11	22.00
Southwest	372	6.27	230	5.83	-	-	582	6.05	568	6.46	3	1.22	4	0.84	6	1.97	2	4.00
Wales	224	3.78	138	3.50	8	8.08	350	3.64	348	3.96	2	7.32	3	3.36	3	0.99	1	2.00
West Midlands	365	6.15	183	4.64	6	6.06	538	5.60	502	5.71	12	4.27	12	4.76	13	4.28	-	-
Yorkshire/ Humberside	308	5.19	165	4.18	8	8.08	457	4.75	433	4.93	7	34.76	17	28.57	8	2.63	-	-
London	1,073	18.09	1,136	28.79	20	20.20	2,144	22.30	1,779	20.25	57	-	102	-	160	52.63	29	58.00
Base	5,932		3,946		99		9,614		8,787		164		357		304		50	