

# SKILLS for JUSTICE

*Developing skills for a safer and fairer society*



## Skills for Justice 2013 Employer Skills Survey: Sector-wide Headlines Report

Headlines Report

**Adegbola Ojo**

**July 2013**

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## Abstract

The Skills for Justice Employer Skills Survey (ESS) is a biennial consultation that seeks to provide insight and knowledge on trends of skills issues across the United Kingdom (UK) Justice and Community Safety sector (JCS sector).

The purpose of this headlines report is to summarise the sector-wide findings for the 2013 ESS. The document does not provide detailed narratives on operational, strategic or other contextual factors associated with the variables analysed and reported in it. Detailed analysis will be available in a full report which will be published as soon as possible.

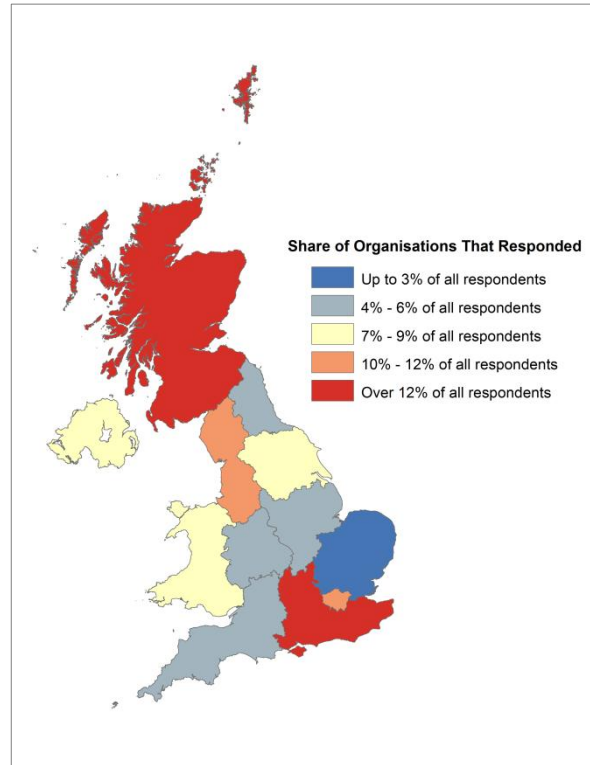
Early findings presented in this headlines report signify that the skills agenda must continue to sit at the heart of a vibrant and efficient JCS sector and will continue to play a pivotal role in rebalancing the UK economy.

# 1. Targeted Employers, Respondents and Response Rates

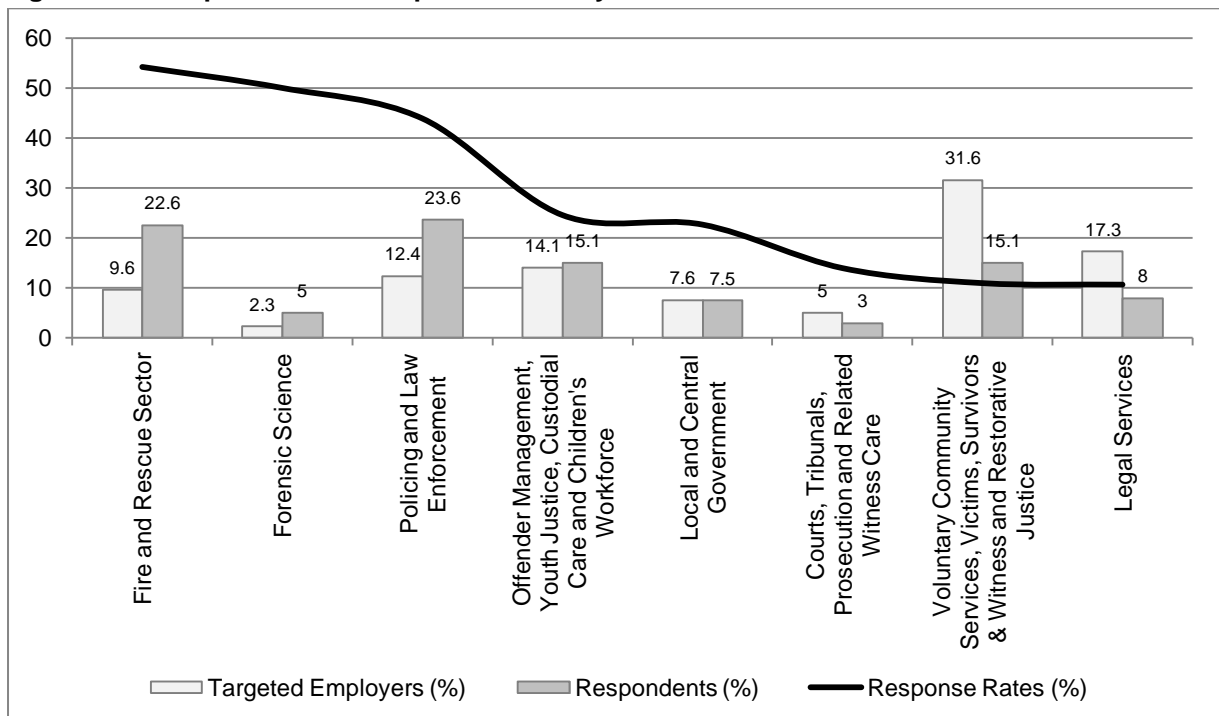
The Employer Skills Survey (ESS) was sent to nearly 1000 different employers within the Justice and Community Safety sector (JCS sector). Organisations that participated were from the following sectors:

- Courts, Tribunals, Prosecution and Related Witness Care
- Fire and Rescue Sector
- Forensic Science
- Legal Services
- Local and Central Government
- Offender Management, Youth Justice, Custodial Care and Children's Workforce
- Policing and Law Enforcement
- Voluntary Community Services, Victims, Survivors & Witnesses and Restorative Justice

**Figure 1.1: Proportion of JCS Sector Organisations that Responded to the Survey by Regions**



**Figure 1.2: Sample Size and Response Rates by Sectors**



Nearly one-quarter of all targeted employers responded to the consultation resulting in an overall response rate of 23.1%. The sectors with higher than average response rates when compared with the overall rate include:

- Fire and Rescue Sector
- Forensic Science
- Policing and Law Enforcement
- Offender Management, Youth Justice, Custodial Care and Children's Workforce

The sectors with lower than average response rates when compared with the overall rate include:

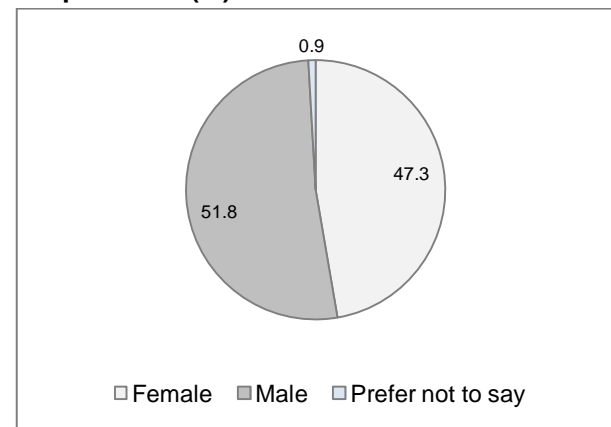
- Local and Central Government
- Courts, Tribunals, Prosecution and Related Witness Care
- Voluntary Community Services, Victims, Survivors & Witness and Restorative Justice
- Legal Services

## 2. Respondents Demographics

The gender profile of survey participants shows a fairly even distribution between males and females. Approximately 1% of respondents did not provide information about their gender.

- Additional analysis of demographic information showed that:
- 93.6% of respondents are White British
- 4.4% of respondents belong to Black and Minority Ethnic Groups (BME)
- 7.7% of respondents have a form of disability

**Figure 2.1: Gender Distribution of Respondents (%)**

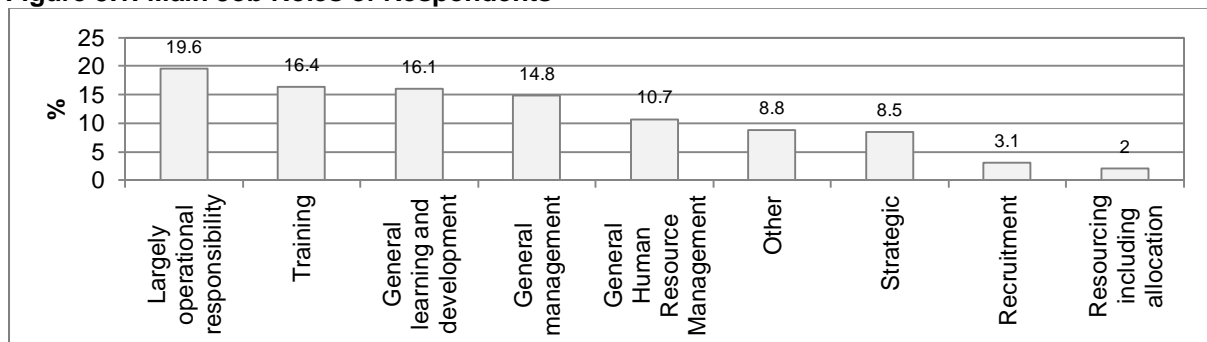


## 3. Survey Population and Organisational Characteristics

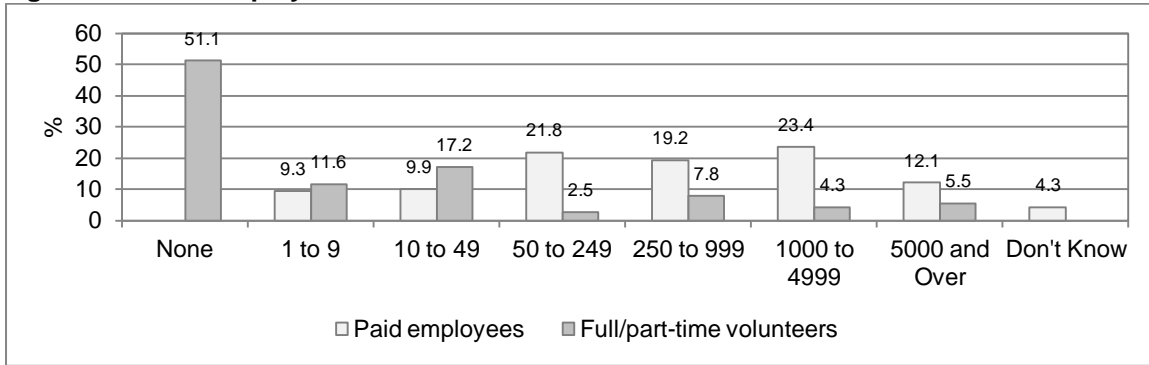
The ESS was largely targeted at people who have responsibility for issues around training, qualifications, Human Resource Management (HRM) and those with a wider

strategic remit. Approximately 4 in 10 employers indicated that they have regular contact with children aged 0-19 years.

**Figure 3.1: Main Job Roles of Respondents**



**Figure 3.2: Paid Employees and the Use of Volunteers**

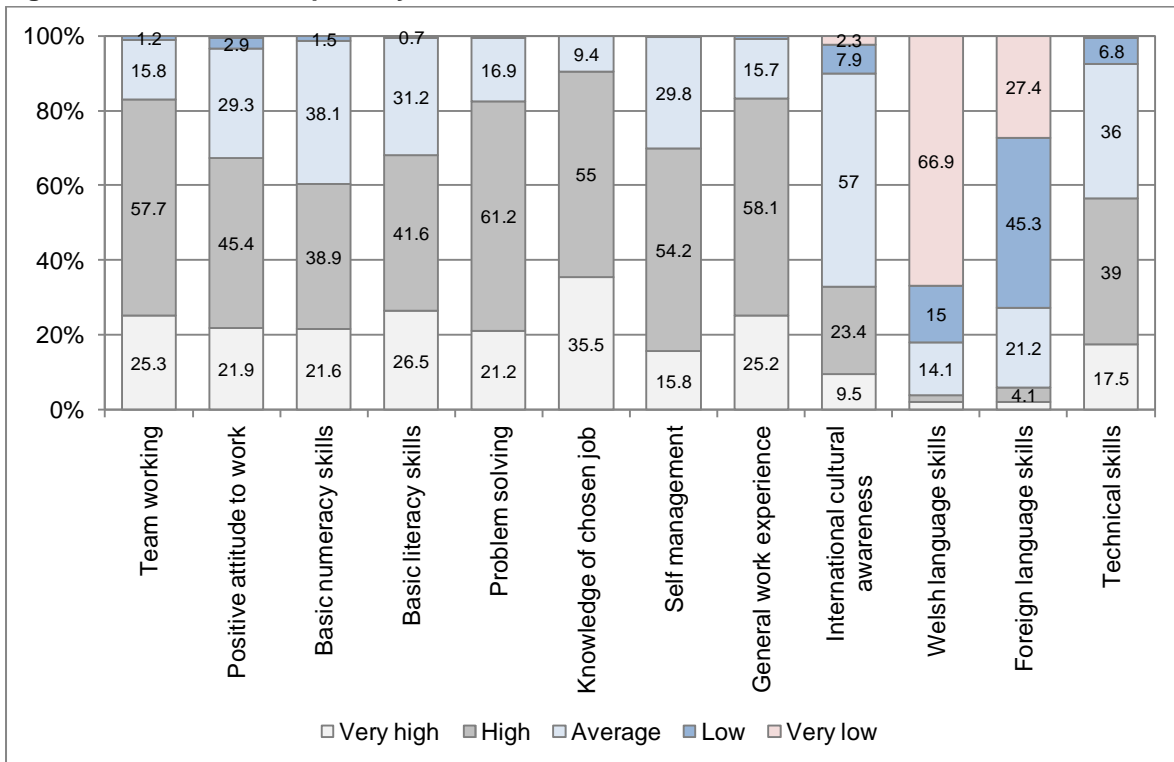


## 4. Skills Gaps: Their Causes and Implications

Respondents to the survey rated their general competency for a range of job-related and transferable skills. Results for the entire sector are summarised in Figure 4.1. Skills for which 40% or more employees indicated a less than high rating include:

- Welsh language skills (96%)
- Foreign language skills (94%)
- International cultural awareness (67%)
- Technical skills (44%)
- Basic numeracy skills (40%)

**Figure 4.1: General Competency in Job-related and Transferable Skills**



### 4.1. Reasons for Some Skills Gaps

- In general, 7 out of 10 employees feel there is room for improvement in the area of leadership and management. The main reasons for gaps in leadership

and management skills are the pace of change within organisations (36.7%) and lack of experience (23.5%).

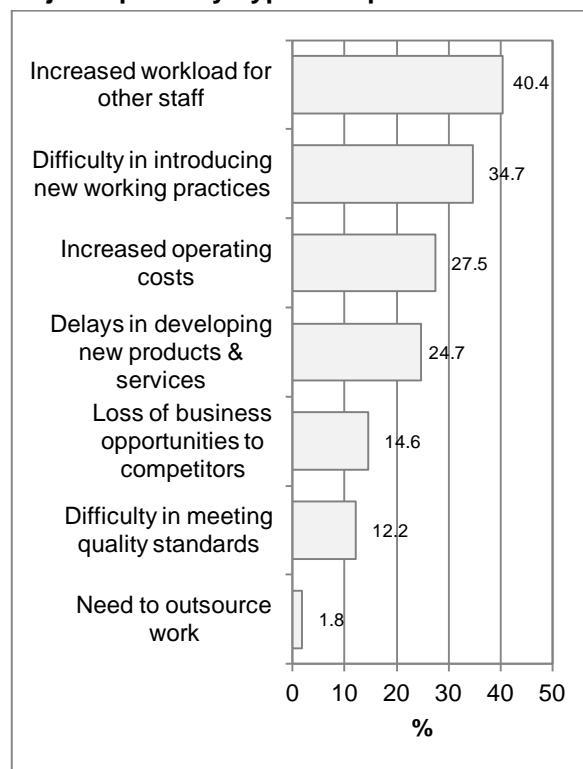


- Roughly 7 in 10 employees indicated that there is room for improvement in Information Technology skills. Pace of change (38.3%) and insufficient training (25.3%) are the main contributors to this skills gap.
- Approximately 7 in 10 employees need improvement in the area of commercial acumen. Chief contributors to this skills gap are insufficient training (15.6%) and pace of change (13.5%).
- Up to 6 out of 10 persons require improvement in procurement skills. Amongst other reasons, most respondents (34.4%) believe lack of experience and insufficient training (21.4%) are the major contributors to this skills gap.
- For every 10 employees, up to 6 feel there is room for improvement in their project management skills. Again, a substantial share of respondents (33.6%) agree that lack of experience contributes to this skills gap while 28.9% of respondents noted that insufficient training also influences the lack of skills in this area.
- Only 3 out of 10 employees feel there is room for improvement in their oral communication skills. Insufficient training (32.9%), lack of experience (18.4%) and lack of motivation (18.4%) all contribute significantly to gaps in this skill.
- Up to 5 out of 10 persons require improvement in the area of lean working. Most respondents (29.8%) believe lack of experience is a major contributor to this skills gap. Up to 19.8% also reported that rapid pace of change causes gaps in lean working skills.
- Just like lean working, 5 in 10 employees would consider improving their analysis and statistical skills. Respondents believe that insufficient training (25.6%) and lack of motivation (17.8%) are the chief contributors to the erosion of this skills-set.
- Around 4 out of 10 persons within the force require improvement in customer service skills. The main reasons for gaps in this skills area are lack of motivation on the part of staff (30.5%) and insufficient training provision (29.1%).
- Only 3 out of 10 employees feel there is room for improvement in their written communication skills. Insufficient training (34.6%) and lack of experience (22.4%) both contribute significantly to gaps in this skill.
- For every 10 employees, up to 3 feel there is room for improvement in their basic administration skills. Again, a large share of respondents (34.2%) agree that insufficient training contributes to this skills gap.
- Approximately 5 in 10 employees need improvement in the area of performance management. The main factors contributing to this skills gap are lack of experience (28.3%) and lack of motivation (18.2%).
- In general, 4 out of 10 employees feel there is room for improvement in the area of risk appreciation. Insufficient training (36.7%) and lack of experience (21.5%) are the main factors contributing to gaps in the area of risk appreciation.

- Around 3 out of 10 persons require improvement in research and laboratory skills. Insufficient training (15.6%) and lack of motivation amongst staff (14.2%) are the core reasons for this skills gap.
- Approximately 4 in 10 employees signified that they require improvement in the area of business and process management. Core factors contributing to this skills gap include lack of experience (34.2%) and insufficient training provision (28.3%).
- Around 4 in 10 employees indicated that they require improvement in their people skills. The main reason for gaps in this skill is insufficient training (32.4%).
- Only 3 in 10 employees require improvement in their knowledge of legal procedures. Insufficient training (31.5%) and lack of experience (26.8%) are the main factors cited as contributors to the skills gap.
- Similar to knowledge of legal procedures, only 3 in 10 employees

reported that they require improvement in technical skills. Key contributors to the skills gap include lack of experience (25.2%), insufficient training (24.4%) and pace of change (24.2%).

**Figure 4.2: Density of Skills Gaps Resulting in Major Impacts by Type of Impacts**



## 5. Steps Taken to Mitigate Impact of Skills Gaps

We discovered that some employers (5.8%) are not taking any steps to reduce the impact of skills gaps. Amongst the employers tackling skills gaps, the specific

steps being taking and the proportion of employers adopting these strategies are summarised in Table 5.1.

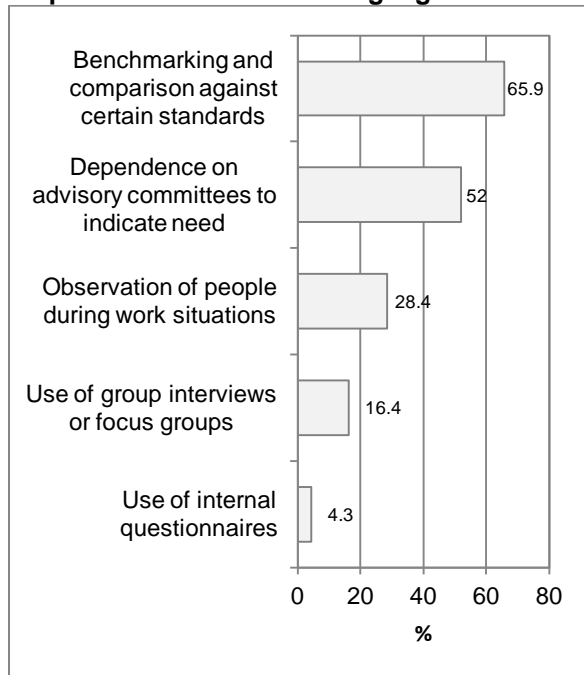
**Table 5.1: Strategies Being Used to Address Skills Gaps**

How Skills Gaps are Being Addressed	Proportion of Employers (%)
Implementation of coaching and mentoring schemes	61
Changing work practices	51
Building team spirit and motivation	50.3
Increased training spend and activity	48.5
More staff appraisal	40.4
Greater staff supervision	31.5
Staff redundancies and replacement	18
Disciplinary action	9.6
Increased recruitment spend and activity	6.4

## 6. Skills Shortages

There is widespread evidence of shortage in Welsh language skills across the JCS sector. Employers were asked how they assess their Welsh language requirements.

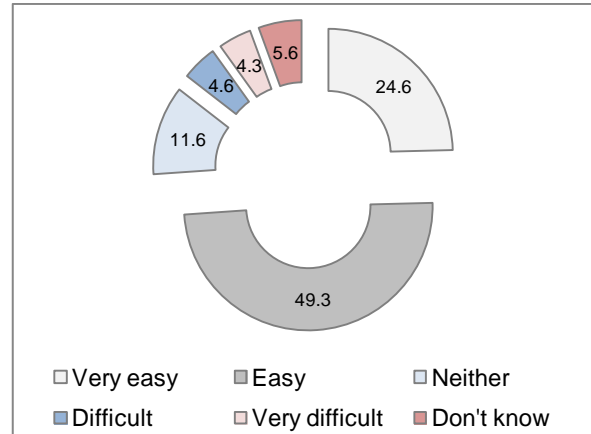
**Figure 6.1: How Organisations Assess Requirements for Welsh Language Skills**



There Preliminary data analysis revealed that only 15.2% of employers feel that they do not have any need for Welsh language and therefore do not assess this skill-set. The proportional shares of how organisations assess Welsh language are shown in Figure 6.1.

Although over half of employers found it relatively easy to fill vacancies over the last year, some employers struggled with filling vacant positions.

**Figure 6.2: Ease or Difficulty with Which Vacancies Have Been Filled in Last Twelve Months (%)**



Different reasons contribute at different rates to difficulty in filling vacancies.

- 6 in 10 employers could not fill posts because applicants lacked the required skills.
- 1 in 10 employers could not fill posts due to lack of appropriate qualifications.
- 4 in 10 employers could not fill posts due to low number of applicants.
- 1 in 10 employers could not fill vacancies because candidates felt the terms and conditions of working were poor.
- 3 in 10 employers could not fill posts because applicants lacked the required attitude.
- 1 in 10 employers could not fill vacancies due to challenges with working patterns.
- 1 in 10 employers could not fill posts because they were not full-time positions.
- 2 in 10 employers could not fill advertised positions due to geographical proximity to the residences of candidates.
- 1 in 10 employers could not fill posts because candidates felt the positions would not allow for good career progression.

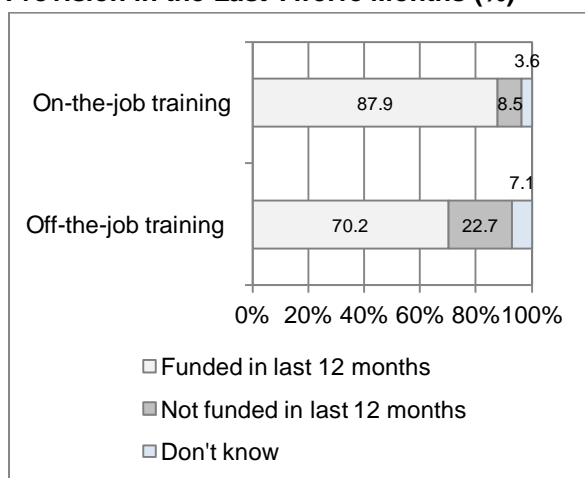
**Table 6.1: Major Occupational Groups with Hard to Fill Job Roles**

Occupational Groups	Proportion of Employers (%)
Managers, Directors and Senior Officials	17.8
Professional Occupations	29.9
Associate Professional and Technical Officers	37
Administrative and Secretarial Occupations	13
Skilled Trades Occupations	0.1
Caring, Leisure and Other Service Occupations	0
Sales and Customer Service Occupations	2
Process, Plant and Machine Operatives	0.1
Elementary Occupations	0.1

## 7. Employer Investment in Training and Skills

The survey sought to quantify the proportion of employees that had received training away from their immediate workplaces and those that had received training whilst working on their jobs. Results on training provision in the last twelve months are summarised in Figure 7.1.

**Figure 7.1: On and Off-the-Job Training Provision in the Last Twelve Months (%)**



In the next one year:

- Only about 11.3% of employers are likely to fund training leading to academic qualifications
- Approximately 13.2% of employers could fund training leading to the award of National Vocational Qualifications (NVQs) and Scottish Vocational Qualifications (SVQs)
- Up to 18.2% of employers are likely to fund training leading to the award of other vocationally related qualifications
- More than half (57.3%) of employers are likely to fund other training not directly related to qualifications.

In spite of the willingness to fund some forms of training, approximately 31.9% of employers believe training funds are not sufficient.

## 8. Apprenticeships

In relation to Apprenticeships, early results reveal that:

- 26.6% of employers have little or no understanding of funding issues surrounding Apprenticeships.
- 36.2% of employers have little or no understanding of different levels of Apprenticeships.
- 39% of employers have little or no understanding of eligibility for Apprenticeships.

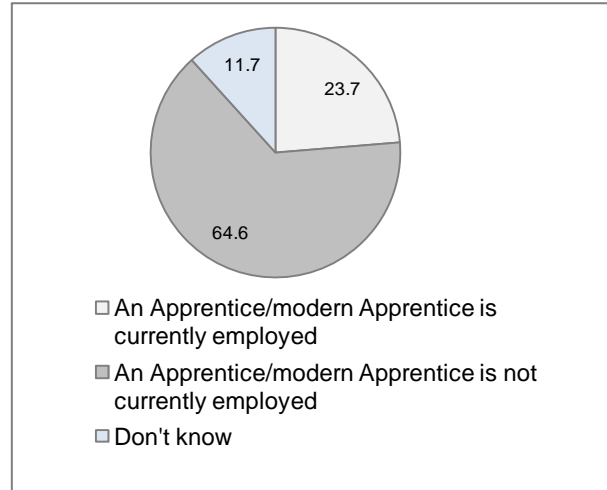
- 38.4% of employers have little or no understanding of Apprenticeships costs.
- 36.2% of employers have little or no understanding of where Apprenticeships can add value.

These statistics probably explain in part some of the reasons for the low rate of employing Apprentices.

These statistics probably explain in part some of the reasons for the low rate of employing Apprentices.

- 36.9% of employers have little or no understanding of the structure/framework for Apprenticeships.

**Figure 8.1: Rates at Which Organisations Currently Employ Apprentices (%)**

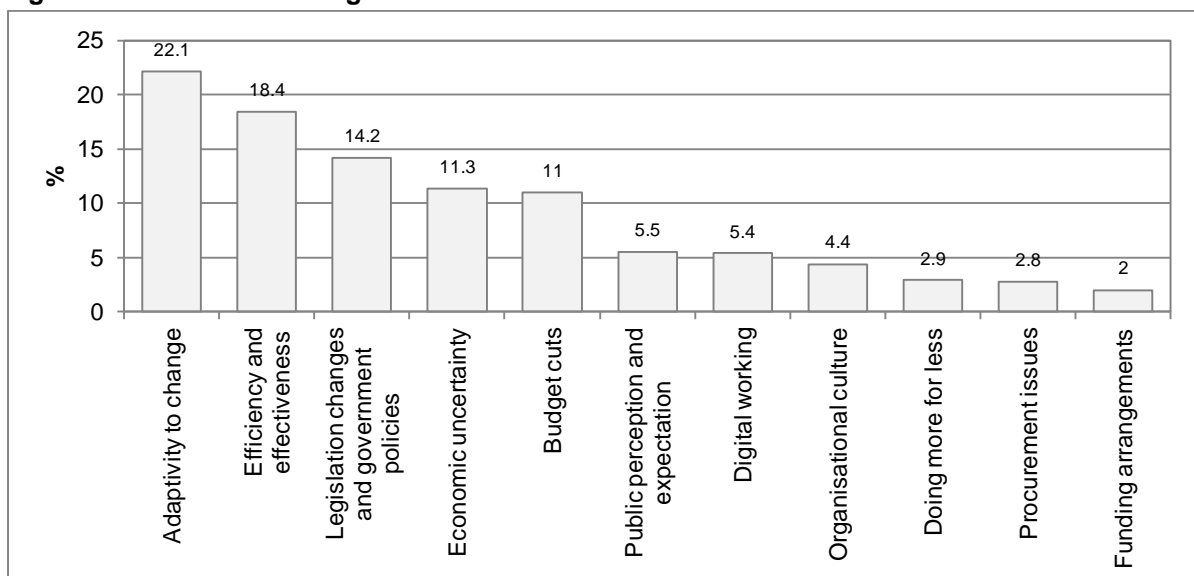


## 9. Drivers of Change and Strategic Priorities

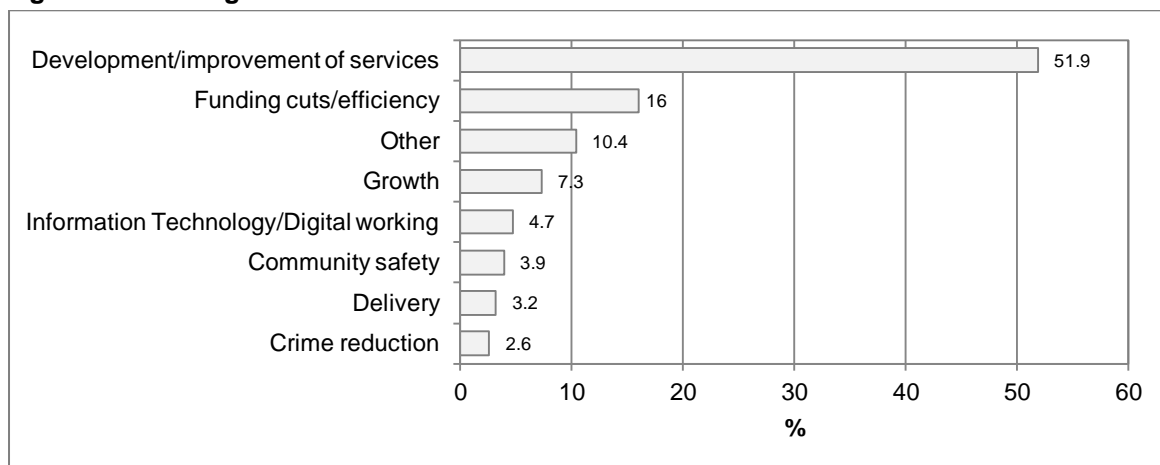
The incidence to which diverse drivers of change are influencing the decisions and actions of organisations within the JCS sector is summarised in Figure 9.1. These

drivers of change influence the strategic priorities of different organisations as shown in Figure 9.2.

**Figure 9.1: Drivers of Change**



**Figure 9.2: Strategic Priorities**



## 10. Collaborative Working

An overwhelming 82.4% of organisations indicated that they work in collaboration with other organisations while 16.7% do not.

The top factors that encourage collaborative working between organisations include:

- Mutual trust (78.7% of employers)
- Willingness to work together (65.3% of employers)
- Partnership culture (51.4% of employers)

- Shared vision based on jointly held values (50.1% of employers)

The top factors that prevent collaborative working between organisations include:

- Lack of trust (60.4% of employers)
- Conflicting cultures (51.5% of employers)
- Status issues/power struggles (46.3% of employers)

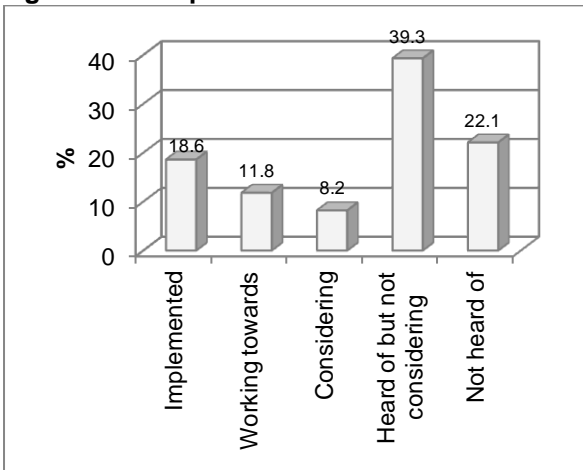
## 11. Use of Business Improvement Tools

Employers were asked questions a range of questions about six business improvement tools. These include:

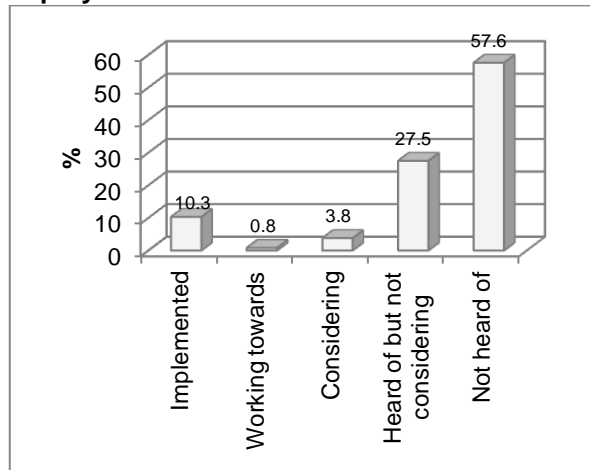
- ISO Standards
- LEAN/Six Sigma

- Investors in People (IiP)
- Appreciative Inquiry
- Coaching
- National Occupational Standards (NOS).

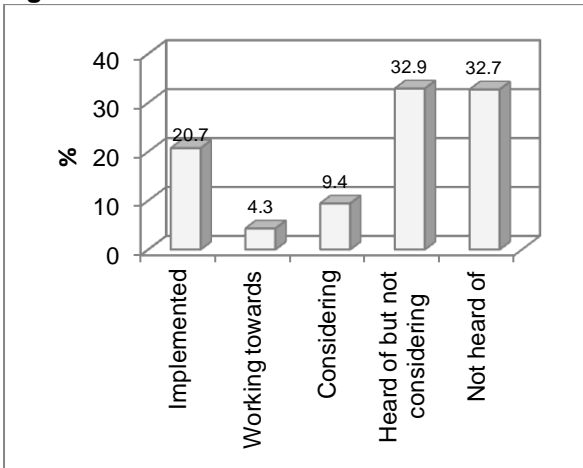
**Figure 11.1: Implementation of ISO Standards**



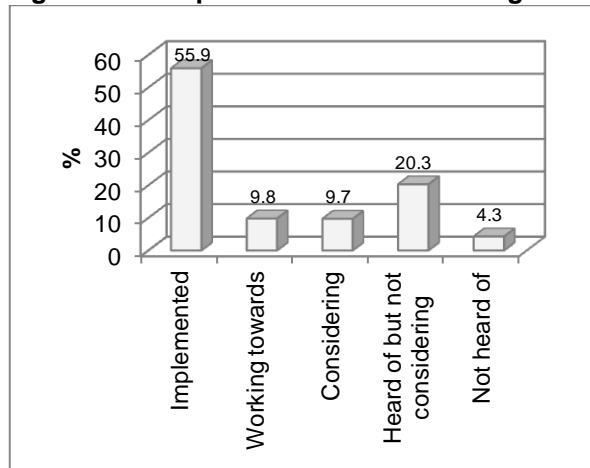
**Figure 11.4: Implementation of Appreciative Inquiry**



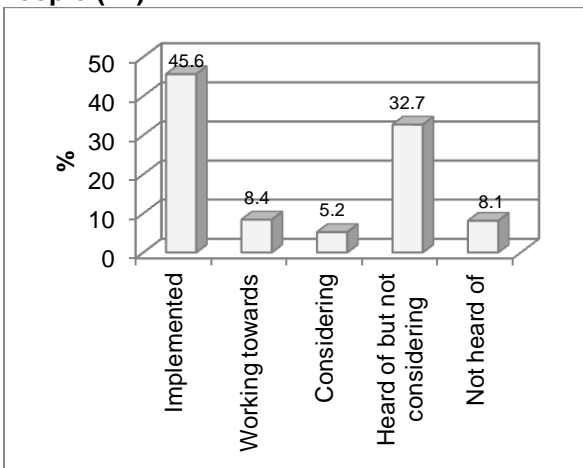
**Figure 11.2: Implementation of LEAN/Six Sigma**



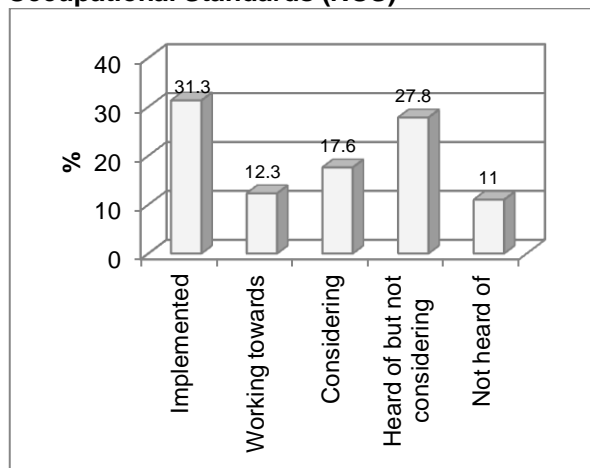
**Figure 11.5: Implementation of Coaching**



**Figure 11.3: Implementation of Investors in People (IiP)**



**Figure 11.6: Implementation of National Occupational Standards (NOS)**

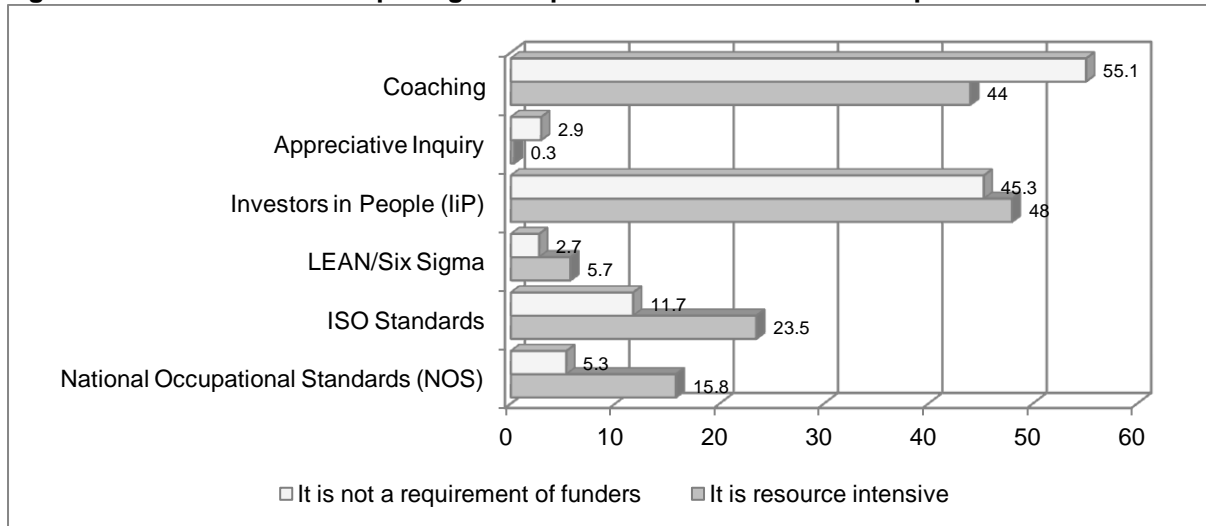


## 12. Barriers to Implementing Business Improvement Tools

Employers identified with multiple barriers impeding the implementation of the business improvement tools mentioned earlier. This

headlines report showcases results for just two of the barriers.

**Figure 12.1: Some Factors Impeding the Implementation of Business Improvement Tools**



## 13. Sector Specific Competency Frameworks

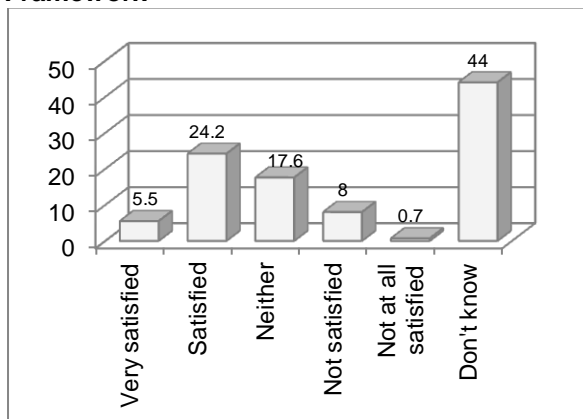
Competency frameworks are structures that set out and define each individual competency required by individuals working in an organisation or part of an organisation.

- 4 in 10 organisations do not have access to sector specific competency frameworks.

did not indicate that they were satisfied with their current competency frameworks.

- 2 in 10 organisations indicated that a competency framework for volunteer management would be beneficial or very beneficial.
- 2 in 10 organisations stated that a competency framework for volunteer management would not be beneficial.
- Whilst 3 in 10 organisations strongly feel they would not benefit from a competency framework for volunteer management.

**Figure 13.1: Satisfaction with Competency Framework**



Amongst those organisations that have access to competency frameworks, 70.3%



## 14. Effectiveness of Human Resource Processes

Employers were asked to provide effectiveness ratings for a variety of Human Resource (HR) processes.

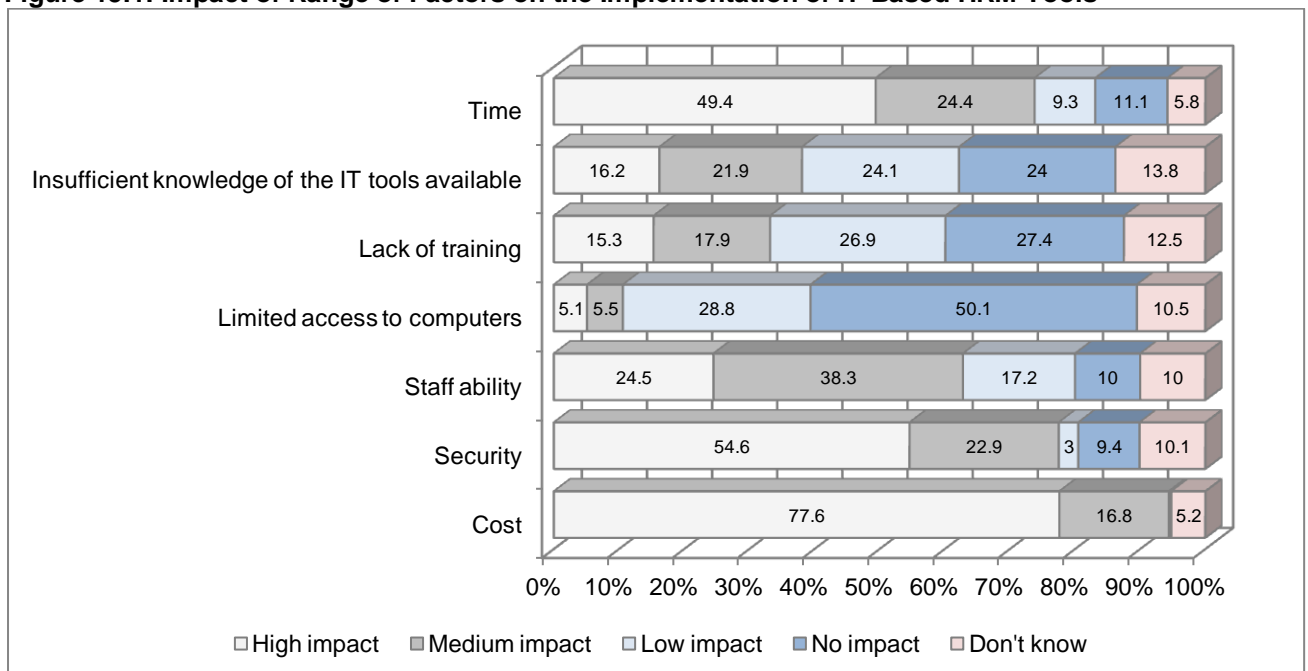
- 6.6% of organisations rated their Learning & Development process as ineffective or very ineffective.
- 5.6% of organisations rated their Change Management process as ineffective or very ineffective.
- 5.6% of organisations rated their Coaching & Mentoring process as ineffective or very ineffective.
- 6.2% of organisations rated their Employee Relations Infrastructure process as ineffective or very ineffective.
- 5.8% of organisations rated their Recruitment & Selection process as ineffective or very ineffective.
- 16.4% of organisations rated their Talent Management process as ineffective or very ineffective.
- 10.3% of organisations rated their Performance Management process as ineffective or very ineffective.
- 14.3% of organisations rated their Pay & Reward process as ineffective or very ineffective.
- 25.8% of organisations rated their Succession Planning process as ineffective or very ineffective.
- 7.5% of organisations rated their Job evaluation process as ineffective or very ineffective.

## 15. Information Technology and HRM Tools

Preliminary data analysis showed that

- 4 in 10 organisations make use of IT-based HRM tools while
- 4 in 10 organisations do not make use of IT-based HRM tools.
- 36.4% of organisations believe IT-based HRM tools would better support their work.

**Figure 15.1: Impact of Range of Factors on the Implementation of IT-Based HRM Tools**



## 16. Recruitment and Careers Information

Some of the challenges presented by the global economic crises means that labour markets are becoming more fluid and more challenging to understand or predict. Some jobs are disappearing whilst others are being created. This in part underscores the significance of Careers, Information Advice and Guidance (IAG). Employers provided an indication of how they provide careers information for job applicants.

- 2 in 10 employers do not have any dedicated Careers IAG service
- 2 in 10 employers have a dedicated phone line/number for providing Careers IAG
- 1 in 10 employers have dedicated Careers Advisors
- 5 in 10 employers make use of publicity materials
- 5 in 10 employers make use of media adverts and related publicity
- 4 in 10 employers regularly attend career fairs where they disseminate information

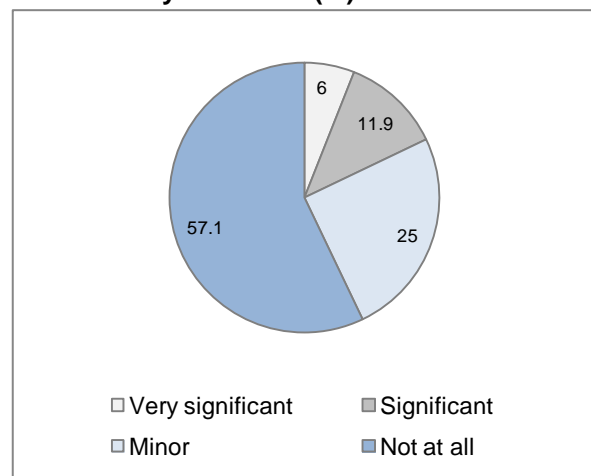
## 17. Equality and Diversity

Equality is about creating a fairer society, where everyone can participate and has the opportunity to fulfill their potential.

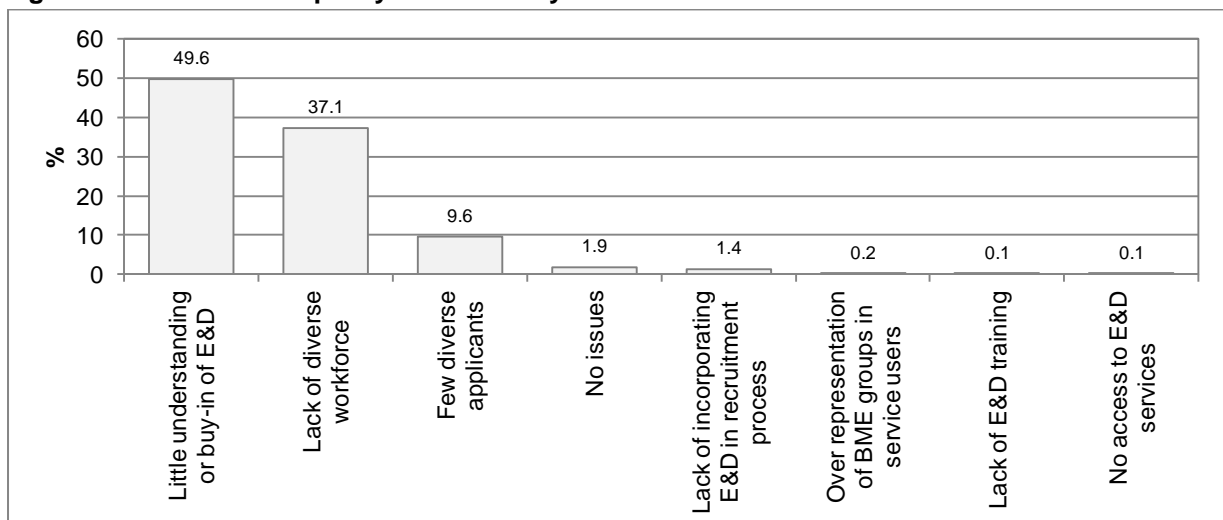
Employers and employees within the JCS sector recognise that by eliminating prejudice and discrimination, the sector can deliver services that are fair and diverse and a society that is safer and indeed stronger.

Employers provided an indication of the significance, nature and strategies being used to address Equality and Diversity problems within their organisations. Results are presented in Figures 17.1 to 17.3.

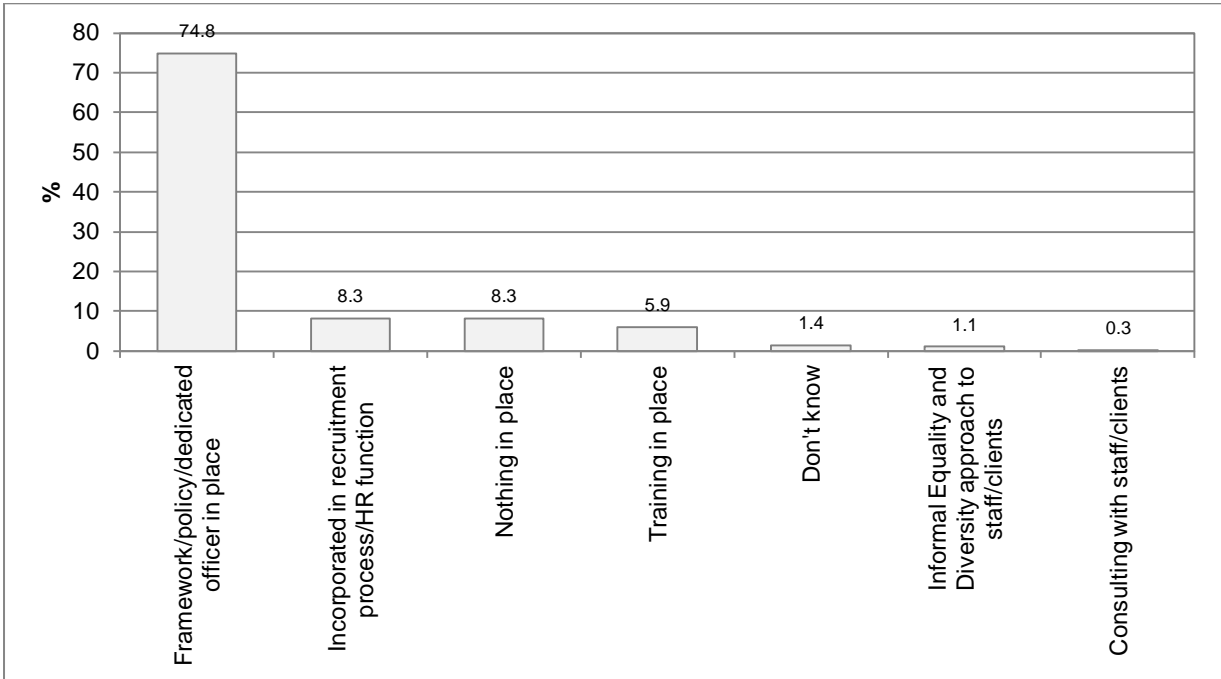
**Figure 17.1: Level of Significance of Equality and Diversity Problems (%)**



**Figure 17.2: Nature of Equality and Diversity Problems**



**Figure 17.3: Strategic Approach to Addressing Equality and Diversity Challenges**

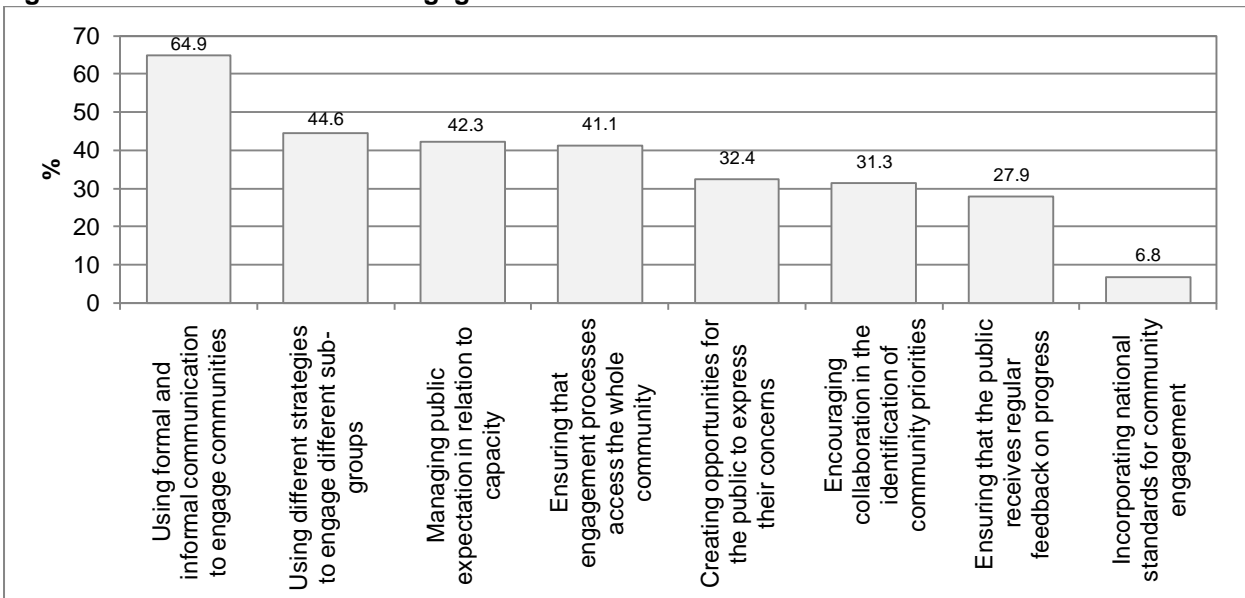


## 18. Engagement with Local Communities

Efficient and effective public engagement is important for organisations within the JCS sector. It helps service users and providers weigh a variety of perspectives and listen to each other's views. Effective community engagement creates an opportunity to build common understanding, manage differences and establish direction for moving ahead on

tough issues. Community engagement also enhances public participation by creating new opportunities for service users to become involved in public problem solving and decision making. Organisations were asked to give an indication of their approach to community engagement. Results are summarised in Figure 18.1.

**Figure 18.1: Practices Used to Engage Local Communities**



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