

# Research Paper

Service user perceptions of Acas' conciliation in  
Employment Tribunal cases 2005

Ref: 01/06

2006

Prepared by:

Acas Research and Evaluation Section  
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## 1. INTRODUCTION

### 1.1 Background and objectives

Acas seeks to ensure that it is delivering its services effectively and efficiently. In addition to measuring outputs and outcomes, Acas recognises the importance of gathering evidence from users of its services that it meets their needs and expectations. The Acas website showcases some of this evidence in reports addressing stakeholder perceptions of training activities, project work and the national Acas Helpline. This report presents and analyses results from a survey of users of the Acas conciliation service.

Acas has a statutory obligation to promote the resolution of claims to the Employment Tribunal under most jurisdictions. This core function accounts for the largest single element of Acas' resources. In 2004-05, nearly 200 conciliators were deployed throughout Great Britain, and they conciliated in around 87,000 cases. Conciliator contact with claimants and respondents takes place mostly on the telephone and should be handled sensitively and, in particular, with a view to achieving speedy resolution. Almost invariably, parties in conciliation feel aggrieved about the circumstances in which their case has arisen. To be effective, a conciliator has to combine well-developed communication and interpersonal skills with an extensive knowledge of employment law and tribunal practices.

There is long term evidence indicating that conciliation is successful in a substantial proportion of cases. At the time of the survey, the key outcome measure for conciliation was the percentage of cases that do not proceed to a full Employment Tribunal hearing. In 2004—05, a target of 76 percent was set and exceeded in relation to this goal. The evidence from previous surveys also suggests that most users value the service and rate conciliators' integrity, skills, and knowledge highly. In 2004-05, service user satisfaction with conciliation was measured to be 84 percent, very close to the demanding 85 percent that Acas had set itself.

This review reports on survey data collected soon after implementation of changes to Tribunal Regulations<sup>1</sup> and conciliation practices. Among other things, the 2004 Regulations direct Employment Tribunals broadly to:

"...deal with cases in a way which is proportionate to the importance or complexity of the issues"

and highlights the objective of

"saving expense"

The 2004 Regulations introduced limits to the periods for which Acas has a statutory duty to conciliate in the majority of cases<sup>2</sup>. For those in the "short period" category – most of which concern breaches of employment contracts or unauthorised deductions from wages – this is seven weeks. In "standard period"

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<sup>1</sup> The Employment Tribunals (Constitution and Rules of Procedure) Regulations 2004

<sup>2</sup> Before October, 2004, Acas had discretion to conciliate in all cases up to the time of an Employment Tribunal hearing.

cases – mainly claims of unfair dismissal - it is thirteen weeks. Around one case in five – mostly involving allegations of discrimination – are “open period” and no restriction on the time for conciliation was introduced. The period of data collection for this review, April to June 2005, commenced six months after these timeframes for conciliation came into force. Therefore, the survey gives insight into service-user perception of their effect. The data obtained in this review can also serve as a baseline to assess the effects of future changes to conciliation policy and practice.

After the data for this survey were gathered, to make effective use of conciliation resources in the light of the 2004 Regulations, Acas has implemented differential service standards for each category of case. This entails a streamlined approach to conciliation in short period cases to make the best of the short window of opportunity to resolve these. On the other hand, Acas is seeking to take a more intensive approach to conciliation in open period cases and, in these matters, use face to face conciliation more frequently. In addition, the primary measures of effectiveness have been changed to reflect the proportion of tribunal days saved in cases which do not proceed to full hearings.

This report is presented using a four chapter structure. Chapter 1 – this chapter – provides context for the review. Chapter 2 addresses results about rates of involvement in conciliation in Employment Tribunal cases. Chapter 3 presents data on service user satisfaction. Chapter 4 is on settlement rates and service user satisfaction with their case outcome. Appendix A is a discussion of the study's methodology.

As reviewers, we recognise previous evidence suggesting that Acas is good at undertaking its conciliation role. It is against this background that we are prepared to highlight things that may be further improved.

## **1.2 Measuring perceptions**

The survey(s) used to gather data for this report are intended to elicit service user perceptions and are based on information gathered over a short period. The findings presented may not accurately reflect the level and quality of the conciliation service provided by Acas. To gain a more complete picture of the efficacy of conciliation, it may be necessary to consider this review's results alongside other data that is available, performance indicators, and/or alternate measures of service quality.

## 2. INVOLVEMENT IN CONCILIATION

### 2.1 Introduction

This chapter presents data and conclusions about: Acas involvement in the Employment Tribunal process, who initiated contact when Acas did conciliate and service user satisfaction with the time taken to initiate contact. Overall, claimants and respondents perceive that a conciliator contacted them to initiate the process. Overwhelmingly, service users believe that 14 days is “about the right” length of time to wait before they are contacted by an Acas Conciliator.

### 2.2 Degree of Acas involvement

Table 2.1 presents data on the proportion of cases brought before the Employment Tribunal Service where Acas has a statutory obligation to offer conciliation. Overall, conciliation is undertaken in approximately three out of four cases (76 percent) and not done in the remainder.

**Table 2.1: Cases brought before a tribunal where Acas acts as a conciliator**

<b>Q: Did Acas act as a conciliator in this case? (base=2,039)</b>	<b>Total %</b>
Yes	76
No	24

Note: These data compiled for all valid case excluding “don’t know” and “not stated.” Percentages may not sum to 100 percent due to rounding of weighted data.

### 2.3 Reasons why Acas did not conciliate

Table 2.2 presents data about why Acas does not conciliate in cases brought to the attention of the Employment Tribunal Service. Overall, of cases where Acas does not conciliate, it is more common for a respondent to be uninterested in pursuing conciliation than it is for a claimant to be uninterested (34 percent and 17 percent for respondents and claimant respectively).

**Table 2.2: Reason why Acas did not conciliate**

<b>Q: Why didn't Acas conciliate in this case? (base=456)</b>	<b>Total %</b>
Respondent not interested	34
Claimant not interested	17
Other reason	46
Combination Response	3

Note: These data compiled for all valid cases where Acas did not conciliate excluding “not stated.” Percentages may not sum to 100 percent due to rounding of weighted data. Survey participants could record multiple responses to this question.

## 2.4 Making contact

Table 2.3 presents data about service user perception of Acas initiation of voice contact. The results here suggest that, when Acas does conciliate, it usually initiates voice contact. Seven in ten (71 percent) of survey participants say that an Acas conciliator made first voice contact with them.

**Table 2.3: Initial contact for cases where conciliation occurred**

<b>Q: Who made the first voice contact (that is excluding the Acas letter) between you and Acas? (base=1,383)</b>	<b>Total %</b>
Service user contacted Acas	29
Acas contacted service user	71

Note: These data compiled for all valid cases where Acas did conciliate excluding "don't know" and "not stated." Percentages may not sum to 100 percent due to rounding of weighted data.

Table 2.4 presents data about service user satisfaction with the time at which Acas makes its first contact. These findings apply only to participants who indicated that Acas initiated contact over a conciliation issue. The majority (87 percent) of this group consider that the aim of making voice contact within a fortnight of dispatching an introductory letter is about right. Of those considered for analysis, six per cent believe a 14-day target means contact would come too soon, and seven per cent think it would be too late.

**Table 2.4: Service user satisfaction with time taken by conciliator to make contact**

<b>Q: The Acas conciliator aims to make voice contact within 14 days of an introductory letter being sent to you. Do you think that this is ...? (base=969)</b>	<b>Total %</b>
Too late	7
Too soon	6
About right	87

Note: These data compiled for all valid cases where Acas did conciliate excluding "don't know" and "not stated." Percentages may not sum to 100 percent due to rounding of weighted data.

### 3. SATISFACTION WITH THE CONCILIATION SERVICE

#### 3.1 Introduction

This chapter presents survey results about various aspects of conciliator behaviour where Acas has been involved in a conciliation process. Service user perceptions of conciliator availability and effectiveness are examined. Results addressing overall satisfaction with the service provided by Acas are also presented here.

Acas conciliators are perceived by their service users to be competent. In particular, conciliators are viewed as having high levels of employment relations-related knowledge and good social skills.

#### 3.2 Availability of an Acas conciliator

Table 3.1 presents data on service user perceptions of Acas conciliator availability. Overall, access is perceived to be good. When conciliation occurs, the vast majority of participants (97 percent) indicate a conciliator is, at least, usually available when needed. A third of respondents say a conciliator is always available when required. Just three per cent of respondents say that they could rarely or never obtain access.

**Table 3.1: Availability of a conciliator where conciliation occurred**

<b>Q: As the case proceeded was a conciliator available when needed? (base=1,498)</b>	<b>Total %</b>
Never/rarely	3
Usually	64
Always	33

Note: These data compiled for all valid cases where Acas did conciliate excluding "don't know" and "not stated." Percentages may not sum to 100 percent due to rounding of weighted data.

#### 3.3 Aspects of conciliator performance

Table 3.2 presents data about service user perceptions of aspects of conciliator performance. These results are collations of valid responses to individual survey items. Service users mostly consider Acas conciliators to be effective. The majority of services users rated each aspect as fairly good or very good and conciliators are judged to be particularly adept at relaying proposals and offers between parties, outlining the law and explaining tribunal procedures.

**Table 3.2: Service user rating of the Acas conciliator**

<b>Q: How would you rate the Acas Conciliator on the following?</b>	<b>Total %</b>
<b>Relaying proposals to and from the employer's side/ claimant's side (base= 1,448)</b>	
Very poor/ fairly poor	2
Neither nor	6
Fairly good	30
Very good	62
<b>Explaining tribunal procedures... (base= 1,030)</b>	
Very poor/ fairly poor	4
Neither nor	15
Fairly good	29
Very good	51
<b>Outlining the law as it applies to the case... (base=, 1,136)</b>	
Very poor/ fairly poor	5
Neither nor	16
Fairly good	32
Very good	48
<b>Helping you consider the pros/ cons of a case without going to a full hearing... (base=1,088)</b>	
Very poor/ fairly poor	7
Neither nor	20
Fairly good	29
Very good	45
<b>Helping you think through the/ your options... (base=1,089)</b>	
Very poor/ fairly poor	8
Neither nor	21
Fairly good	29
Very good	42
<b>Helping you understand the strengths and weaknesses of your case... (base= 1,113)</b>	
Very poor/ fairly poor	9
Neither nor	21
Fairly good	28
Very good	43

Note: These data compiled for all valid cases were Acas conciliated excluding "don't know" and "not stated." Percentages may not sum to 100 percent due to rounding of weighted data.

### **3.4 Conciliator behaviour**

Table 3.3 presents data about service user perception of other aspects of conciliator behaviour. Endorsement rates are particularly high for survey items addressing the interpersonal skill of conciliators. For example, seven in ten service users *strongly* agree that conciliators are courteous; three in five strongly agree they are prepared to listen and are trustworthy; and about half strongly concur that they understood the case and are generally well-informed. In delivering conciliation in Employment Tribunal cases, Acas is mostly perceived to be non-partisan. Only one in six (16 percent) of survey respondents believe that

the conciliator sided with them and one in eight (12 percent) think they favoured the opposing party.

**Table 3.3: Service user rating of conciliator behaviour**

<b>Q: To what extent do you agree or disagree that the Acas conciliator...</b>	<b>Total %</b>
<b>was courteous .....? (base=1,522)</b>	
Strongly/ tend to disagree	1
Neither nor	3
Tend to agree	27
Strongly agree	69
<b>was prepared to listen...? (base=1,500)</b>	
Strongly/ tend to disagree	2
Neither nor	6
Tend to agree	30
Strongly agree	61
<b>was trustworthy...? (base=1,469)</b>	
Strongly/ tend to disagree	1
Neither nor	7
Tend to agree	29
Strongly agree	63
<b>understood the case... ? (base=1,498)</b>	
Strongly/ tend to disagree	3
Neither nor	10
Tend to agree	35
Strongly agree	54
<b>was knowledgeable...? (base=1,474)</b>	
Strongly/ tend to disagree	2
Neither nor	9
Tend to agree	33
Strongly agree	54
<b>took your/claimant's side ...? (base =1,426)</b>	
Strongly/ tend to disagree	35
Neither nor	49
Tend to agree	8
Strongly agree	8
<b>took the employer/your side ...? (base =1,408)</b>	
Strongly/ tend to disagree	35
Neither nor	53
Tend to agree	6
Strongly agree	6

Note: These data compiled for all valid cases were Acas conciliated excluding "don't know" and "not stated." Percentages may not sum to 100 percent due to rounding of weighted data.

### 3.5 Variation in conciliator behaviour by other factors

Table 3.4 presents additional data on service user perceptions of the extent to which Acas conciliators are viewed as taking sides or trying to influence the outcomes of cases. Results here indicate trends similar to those suggested by the data presented in Tables 3.3. Overall, most of those surveyed considered that conciliators assisted them to make decisions without exerting undue influence.

**Table 3.4: Further service user rating of conciliator behaviour**

<b>Q: To what extent do you agree or disagree that the Acas conciliator...</b>	<b>Total %</b>
<b>helped you make a decision without exerting undue influence...? (base= 1,459)</b>	
Strongly disagree	4
Tend to disagree	5
Neither nor	30
Tend to agree	33
Strongly agree	29
<b>tried to hard to influence you to settle the case...? (base= 1,452)</b>	
Strongly disagree	30
Tend to disagree	22
Neither nor	37
Tend to agree	7
Strongly agree	4
<b>didn't try hard enough to influence you to settle...? (base= 1,426)</b>	
Strongly disagree	29
Tend to disagree	23
Neither nor	44
Tend to agree	3
Strongly agree	2

Note: These data compiled for all valid cases were Acas conciliated excluding "don't know" and "not stated." Percentages may not sum to 100 percent due to rounding of weighted data.

### 3.6 Overall satisfaction with the Acas service

Table 3.5 presents data on overall user satisfaction with the conciliation service they received from Acas. Mostly, those surveyed were very satisfied, with nine in ten expressing satisfaction with the service.

**Table 3.5: Overall satisfaction with service received from Acas**

<b>Q: Overall, how satisfied or dissatisfied were you with the service you received from Acas in this case? (base=1,538)</b>	<b>Total %</b>
Very/fairly dissatisfied	4
Neither/Nor	6
Fairly Satisfied	32
Very Satisfied	58

Note; These data compiled for all valid cases where Acas conciliated excluding "don't know" and "not stated." Percentages may not sum to 100 percent due to rounding of weighted data.

## 4. SETTLEMENT RATES AND SATISFACTION WITH OUTCOME

### 4.1 Introduction

This chapter presents and analyses data about the outcome of conciliation cases. It identifies the proportion of cases reaching a settlement through Acas and considers service user satisfaction with their case's outcome.

Approximately 65 percent of cases dealt with by the Employment Tribunal Service are settled. Of these, around 70 percent are settled through Acas. Most conciliation service users consider that Acas involvement assisted them to settle their case. Overall, most are satisfied with the outcome of their case.

### 4.2 Summary of case outcomes

Table 4.1 presents results about the final outcome of cases. Mutually exclusive categories are used to present these data. Nearly two-thirds (64 percent) of cases are either resolved through Acas or settled without Acas involvement. Only two percent of cases are settled using arbitration. However, it must be noted that the latter represents a self-definition of the outcome not a true reflection of actual arbitrations. Claims won at tribunal and arbitration may be in favour of employer, claimant or both.

**Table 4.1: Summary of outcome responses by respondent type**

<b>Q: Which of the following best describes the outcome of your case? (base=2,042)</b>	<b>Total %</b>
Settlement through Acas	46
Settlement agreed directly	18
Claim won at tribunal	15
Claim withdrawn	13
Multiple outcomes identified	6
Claim won at arbitration	2

Note: These data compiled for all valid cases excluding those not stated and "don't knows." Percentages may not sum to 100 percent due to rounding of weighted data.

Table 4.2 presents data on the proportion of cases that are settled with Acas involvement. Overall, of cases that are settled, slightly more than three quarters have Acas participation.

**Table 4.2: Proportion of cases reaching settlement**

<b>Q: Which of the following best describes the outcome of your case? (base=2,042)</b>	<b>Total %</b>
Settled through Acas	46
Settled directly	18
Other outcome	36

Note: These data compiled for all valid cases excluding those not stated and "don't knows." Percentages may not sum to 100 percent due to rounding of weighted data.

Table 4.3 presents data on the effectiveness of Acas in circumstances where a case reached settlement. Results here indicate that these service users mostly perceive that Acas conciliators play a role in ensuring that cases are resolved promptly.

**Table 4.3: The impact of Acas involvement where the case was settled through Acas**

<b>Q: To what extent do you agree or disagree with the following statements?</b>	<b>Total %</b>
<b>Acas Involvement helped speed up the resolution of the case... (base=873)</b>	
Strongly/ tend to disagree	5%
Neither nor	15%
Tend to agree	37%
Strongly agree	44%
<b>Acas involvement helped move parties closer towards resolving the case... (base=874)</b>	
Strongly/ tend to disagree	5%
Neither nor	14%
Tend to agree	42%
Strongly agree	40%
<b>Acas involvement was a factor in the decision to resolve the case (if the case was settled or withdrawn)... (base=858)</b>	
Strongly/ tend to disagree	12%
Neither nor	24%
Tend to agree	30%
Strongly agree	34%

Note: These data compiled for all valid cases where Acas conciliated and settlement was agreed through Acas excluding those not stated and "don't know." Percentages may not sum to 100 percent due to rounding of weighted data.

### 4.3 Satisfaction with the case outcome

Table 4.4 presents data on overall service user satisfaction with the outcome of their case. Parties in conciliation are mostly satisfied with their case outcome, with three-quarters expressing satisfaction.

**Table 4.4: Level of satisfaction with case outcome**

<b>Q: How satisfied or dissatisfied were you with the outcome of your case? (base=2,065)</b>	<b>Total %</b>
Very/fairly dissatisfied	13
Neither/Nor	12
Fairly Satisfied	34
Very Satisfied	41

Note: These data compiled for all valid cases excluding not stated and "don't know." Percentages may not sum to 100 percent due to rounding of weighted data.

Table 4.5 presents survey results about how satisfied conciliation service users are with their case outcomes. Results indicate that service users are mostly satisfied with the result, with four in five expressing satisfaction.

**Table 4.5: Service user satisfaction with case outcome**

<b>Q: How satisfied or dissatisfied were you with the outcome of your case? (base=1,528)</b>	<b>Total %</b>
Very/fairly dissatisfied	10
Neither/Nor	11
Very/fairly satisfied	79

Note: These data compiled for all valid cases where Acas conciliated excluding those not stated and "don't know." Percentages may not sum to 100 percent due to rounding of weighted data.

#### 4.4 Conciliation time and the need for a tribunal hearing

Survey participants, who went to a tribunal hearing, were asked to indicate whether more time for conciliation would have helped to avoid the need for such a hearing. Reaching an acceptable agreement without the need for a tribunal is a key aim of Acas conciliators.

Table 4.6 presents data on the extent of service user agreement that more conciliation time would have helped resolve the case without need for a tribunal hearing. Although around a third of survey participants (34 percent) agreed more conciliation time would have helped, more (41 percent) considered a tribunal hearing would not have been avoided with extra conciliation time.

**Table 4.6: Extent of agreement that more time for a conciliation through Acas would have helped resolve the case without the need for a tribunal hearing**

<b>Q: If the case went to a tribunal hearing, to what extent do you agree or disagree with the following statement: "If there had been more time for conciliation through Acas, the case could have been resolved without the need for a tribunal hearing" (base=738)</b>	<b>Total %</b>
Strongly Disagree	22
Tend to Disagree	19
Neither/Nor	25
Tend to Agree	19
Strongly Agree	15

Note: These data compiled for all valid cases where the case went to a tribunal hearing excluding those not stated and "don't know." Percentages may not sum to 100 percent due to rounding of weighted data.

## Appendix

### A. METHODOLOGY

This appendix discusses the methods used in this review and the characteristics of those who took part.

A stratified-random sampling survey methodology was used for this evaluation. A sampling frame was provided by Acas and surveys were distributed and returned through the post. The samples for the survey were stratified by seven geographical regions and by four respondent types (claimants and respondents both unrepresented and represented). Within each of these strata, cases were randomly selected according to a specification agreed with Acas. This strategy ensured sufficient regional representation. Prior to analysis of completed surveys, checking was undertaken by conciliators in each region to ensure that key details were correct. Surveys were distributed and completed by participants between 9 December 2005 and 8 February 2006. Two reminders were sent out during this period.

A total of 5,383 postal surveys were distributed and 2,132 of these were returned. A further 58 participants were excluded because they had unverifiable addresses and/or were not able to confirm that they were a party to a case. This meant that 40 percent of surveys that were originally distributed were ultimately used for analysis. Table A.1 shows response rates by region and respondent type.

**Table A.1: Proportion of surveys used for analysis: Overall, by region and by respondent type**

Characteristic	Response rate/ Percentage of completed surveys used for analysis
Overall	40
London	31
South-East	38
Midlands	44
North-West	38
Northern	40
Scotland	43
Wales/ South-West	42
Claimant unrepresented	35
Respondent unrepresented	37
Claimant represented	46
Respondent represented	42

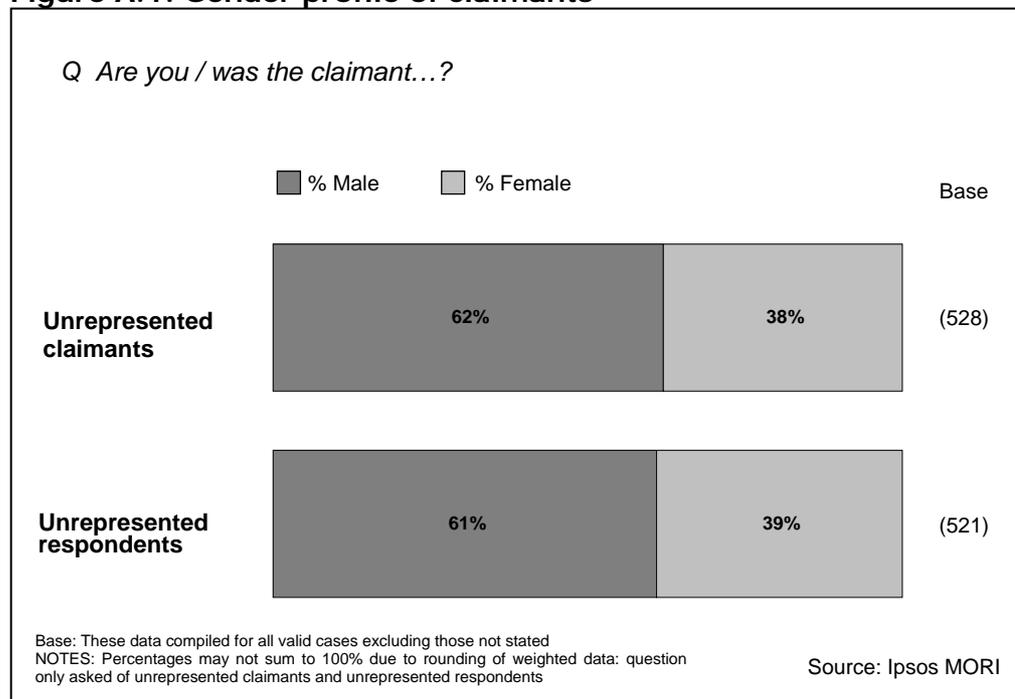
Completed surveys from each region were checked to ensure that return rates reflected the actual proportion of cases being dealt with within each part of the United Kingdom. Where sample data did not reflect a particular regional profile, cases were weighted prior to analysis.

## A.1 Profile of participants

In Employment Tribunal Applications, the Acas conciliator deals directly with applicants and employers who do not have representatives. In cases where representatives have been appointed, the conciliator works with the appointed party. This means that surveys were mailed to claimants and respondents themselves or to those acting for such parties. Figures A.1 to A.9 provide demographic data about survey participants.

Unrepresented claimants and respondents were asked to indicate their gender. Figure A.1 presents this data and shows that, for both groups of participants, the majority are male. These data are somewhat different to proportions in the workforce. For example, the 2004 Workplace Employment Relations Survey (WERS, 2004 p26)<sup>3</sup> indicates that 52 percent of employees in the United Kingdom are female.

**Figure A.1: Gender profile of claimants**



<sup>3</sup> Kersley, B. et al (2006) *Inside the Workplace: Findings from the 2004 Workplace Employment Relations Survey*. Routledge: Abingdon.

Unrepresented claimants were asked to indicate their age. This data is presented in Figure A.2. Around three-in ten unrepresented claimants are under 35 years of age and fewer than one in ten are 60 or older.

Data are provided in the 2004 WERS survey on the age profile of British workers. Results from WERS are mostly consistent with those obtained here. They suggest, in particular, that seven to nine percent of workers are under 21 years old, and 20 to 27 percent of employees are over 50 years old (WERS, 2004 pp31-32).

**Figure A.2: Age profile of claimants**

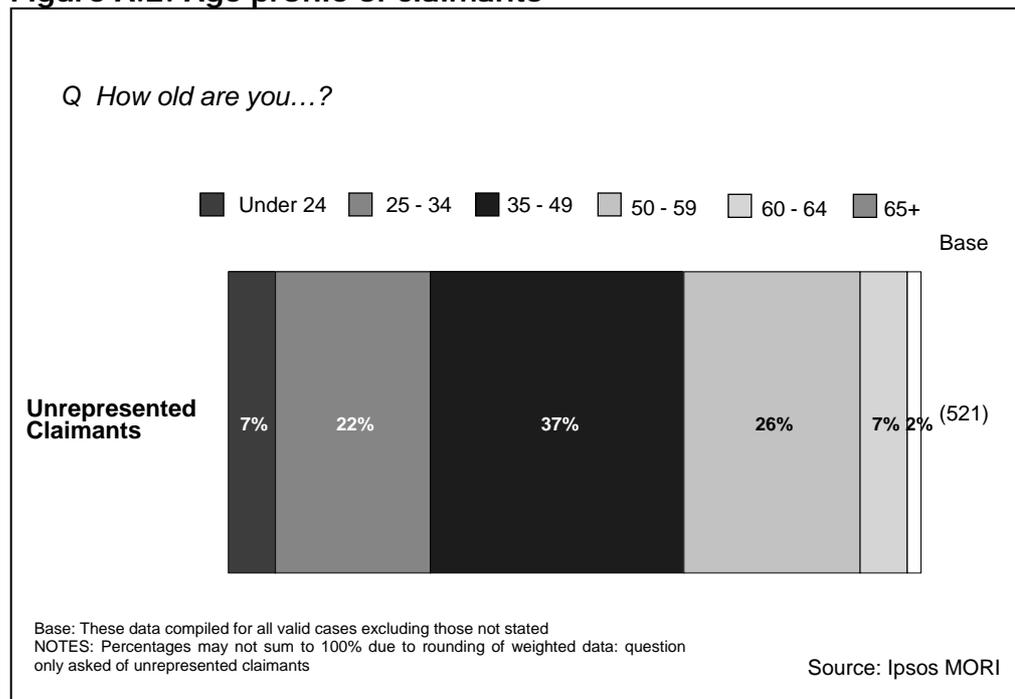


Figure A.3 presents data on the ethnicity of unrepresented claimants and respondents. Combined, fewer than one in ten (seven percent) of the unrepresented survey participants are from a BME community. Unrepresented claimants are slightly more likely to be from a BME community than unrepresented respondents. The ethnic composition of unrepresented claimants and respondents is approximately equivalent to the general population. For example, WERS (2004 p28) indicates that 94 percent of employees classify themselves as belonging to a white ethnic group.

**Figure A.3: Ethnicity profile of unrepresented claimants and unrepresented respondents**

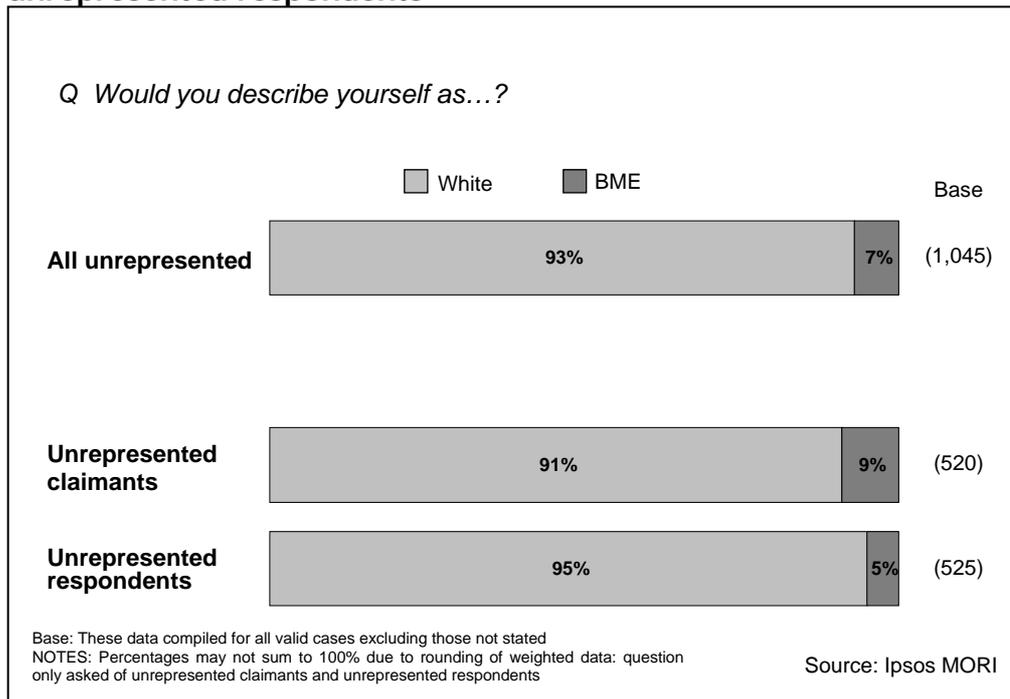


Figure A.4 presents data on the sector from which claims originate for unrepresented claimants and respondents. Around eight in ten of all unrepresented participants were either making or responding to a claim against a private sector organisation. These data are somewhat dissimilar to proportions of employees within each sector of Great Britain's workforce. The results suggest that employees from the private sector are overrepresented in claims lodged with the Employment Tribunal Service.

**Figure A.4: Sectors from which claims originate**

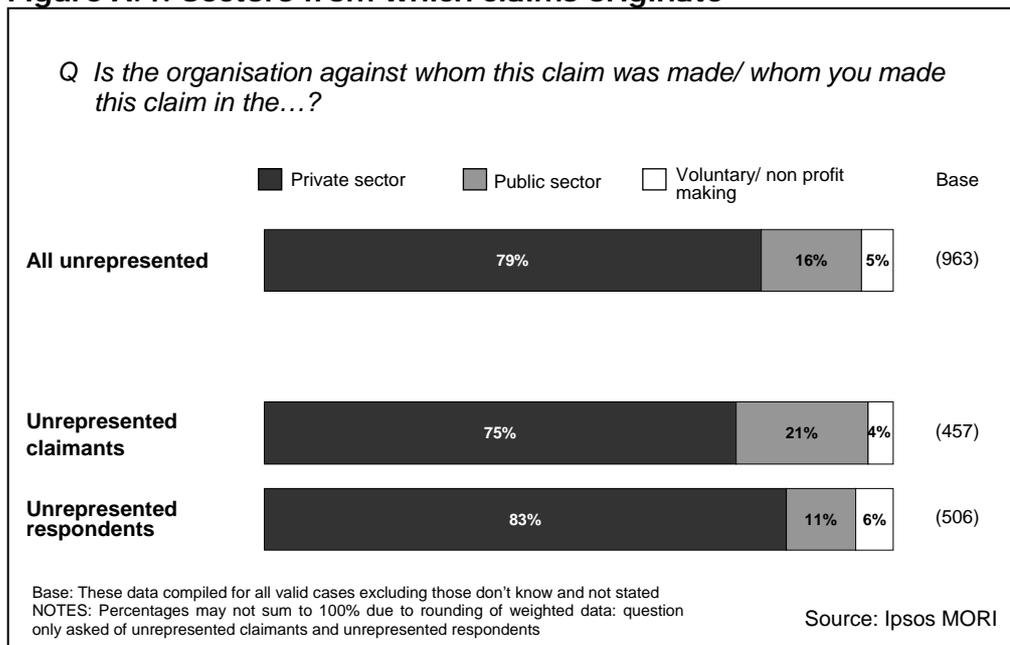


Figure A.5 presents data on the size of organisation from which claims originate for unrepresented participants. Over half of all unrepresented claims were against organisations employing fewer than 50 people. Unrepresented parties are most likely to be involved with claims made against organisations employing fewer than 100 people.

**Figure A.5: Size of organisation from which claims originate**

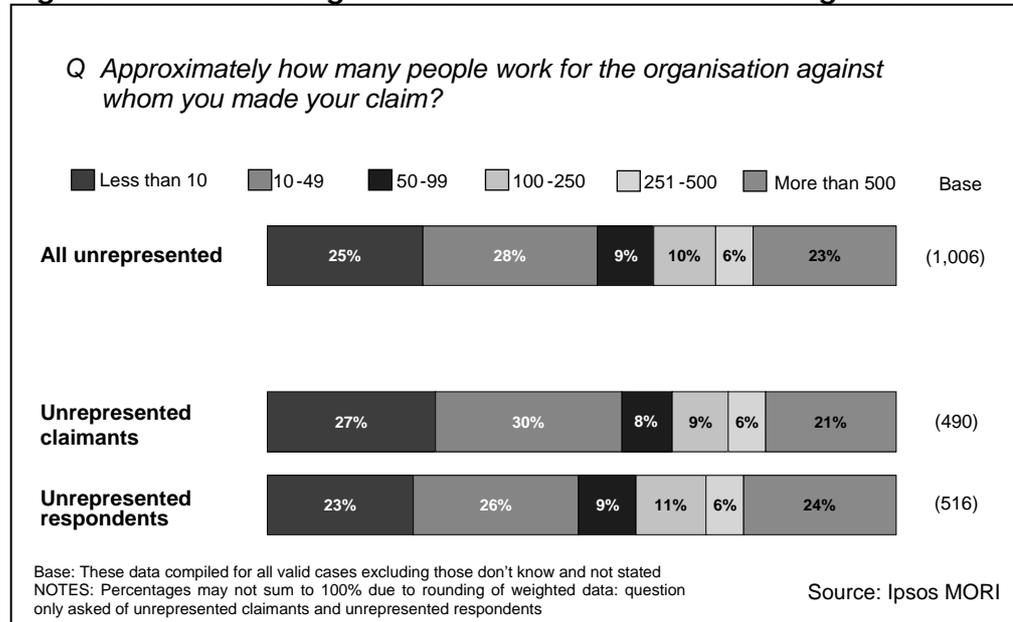


Figure A.6 presents data about the role of those representing parties in dispute. Results here indicate that the majority of representatives (68 percent) identified themselves as a solicitor, lawyer or barrister. Fewer than one in ten identified themselves as an employment consultant.

**Figure A.6: The role of the representative**

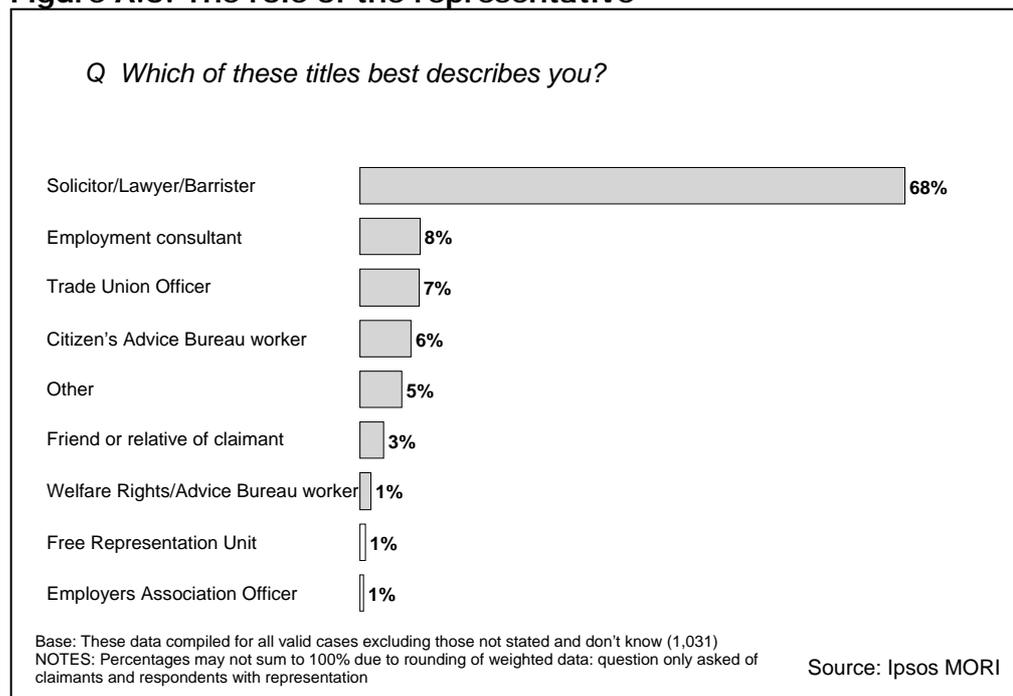


Figure A.7 presents data about the volume of claims dealt with by represented participants. The agents of parties in dispute, in most instances (63 percent), deal with ten Employment Tribunal cases or more per year.

**Figure A.7: Volume of claims dealt with**

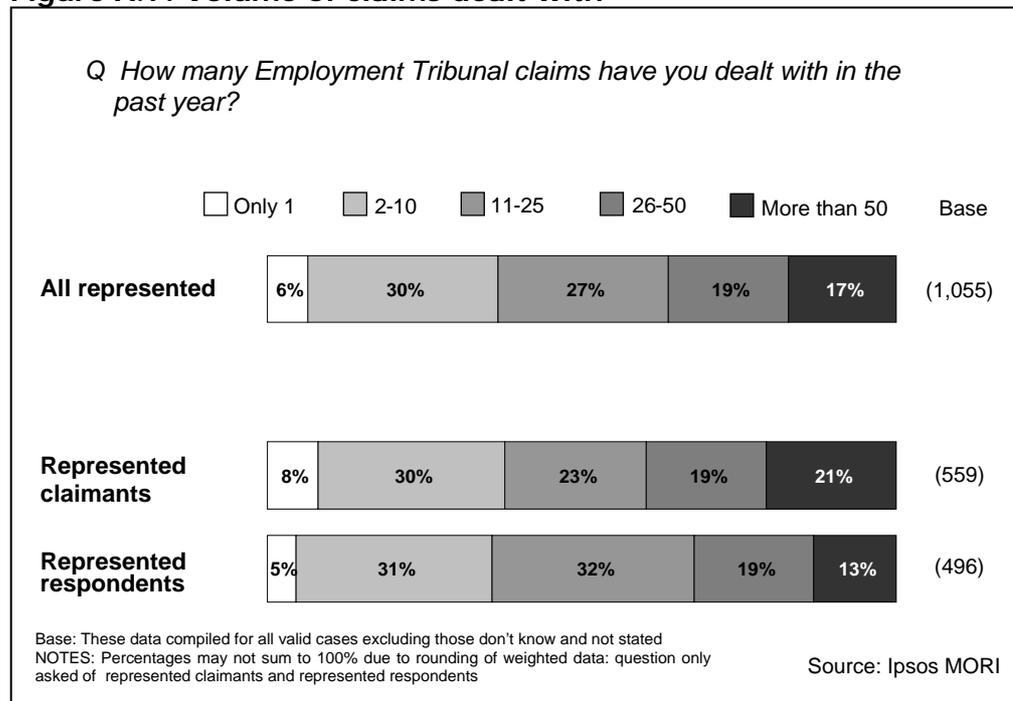


Figure A.8 presents data on the experience of representatives dealing with conciliation cases on behalf of those in dispute. Results here indicate that the majority of agents for parties (57 percent) have been dealing with claims for more than five years. Both claimant and respondent representatives have a similar amount of experience in dealing with conciliation cases.

**Figure A.8: Experience in dealing with Employment Tribunal claims**

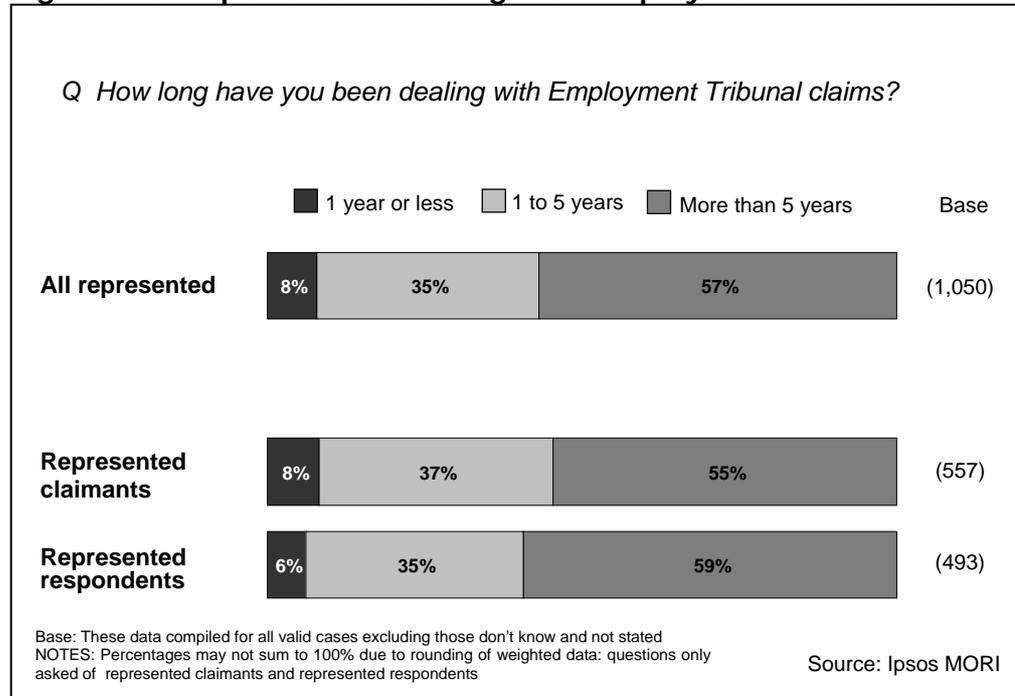
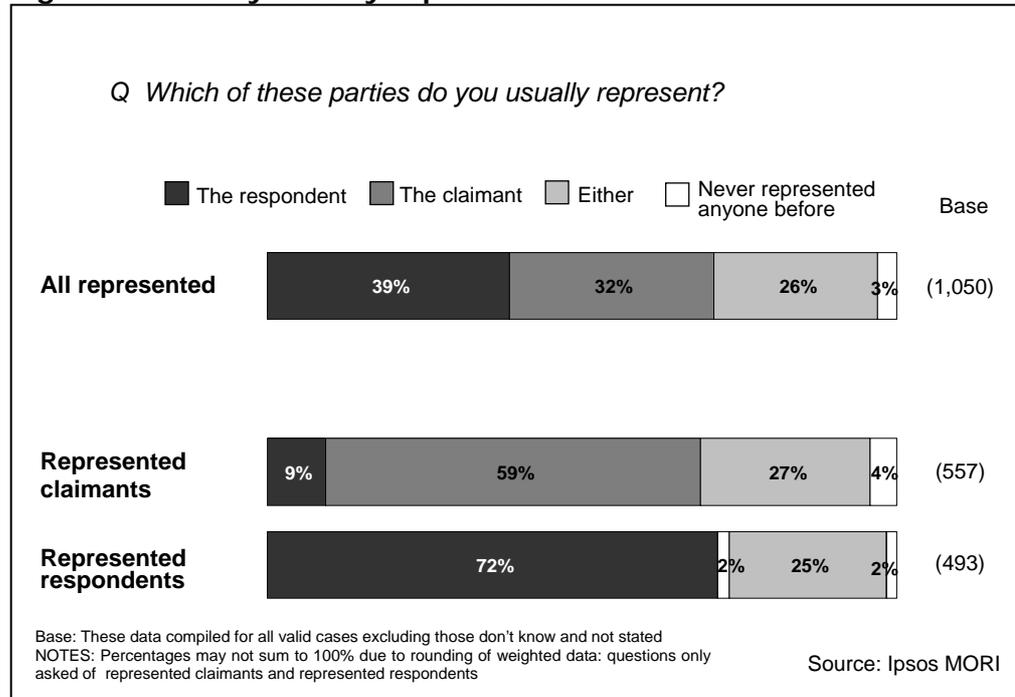


Figure A.9 presents results about which party usually gets represented in conciliation cases. These data apply only to those who took part in the study who indicated that they were representatives of an applicant or respondent. Overall, two-fifths of representatives usually have the respondent as their client and a third usually have the claimant as their client. Data in Figure 1.9 suggest that representatives are inclined to specialise and mostly have only one kind of client – claimants or respondents.

**Figure A.9: Party usually represented**



## A.2 Analysis

This evaluation's results are analysed mostly through using frequencies and sample averages to draw overall conclusions about aspects of service user perception. The review is intended to give insight into ways that an already effective conciliation service may be able to better meet service user needs and assist decision makers to become more efficient with resource allocation. In preparing this report we have attempted to present conclusions in a straightforward manner. Chapters are kept focused on drawing conclusions about the meaning of results and discussing the object of analysis – conciliation in Employment Tribunal cases.



