

# Corporate Human Resources

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# The Corporate Human Resources Race, Disability And Gender Equality Schemes 2008-2011

As an enabling function for the whole of the Department, Corporate Human Resources (HR) has a key role to play in ensuring that diversity and equality are fully embedded in our people development and management procedures. Corporate HR's policies, products and services support a diverse workforce to ensure that everybody has an equal chance to reach their full potential. Our Diversity and Equality Centre of Expertise supports the Department in ensuring we promote equality for all customers and partners. Our work on diversity and equality contributes towards the effective delivery of our Public Service Agreements and Departmental Strategic Objectives.

## Why we are reviewing our disability and gender schemes early

In our equality schemes annual progress reports published in November 2007, we explained that we had decided to review all our equality schemes in 2008 for the following reasons:

- race legislation requires race equality schemes to be reviewed by May 2008;
- to take on board comments on our first disability and gender equality schemes;
- to move towards our objective of mainstreaming and aligning with the usual April-March planning cycle used across government, and to align our cycle with the Spending Review cycle; and
- to move towards a single equality scheme.

This will help to embed diversity and equality into the way we do business. As this review is significantly earlier than required for disability and gender, we discussed this decision with the Disability Rights Commission and the Equal Opportunities Commission before they became part of the Equality and Human Rights Commission in October 2007. They supported the proposal to carry out the third year review early with a 'light touch' review of our disability and gender equality schemes at the same time as we review our race equality schemes.

## **Involvement and consultation (seeking views and listening to our customers)**

In producing the action plans and equality schemes, Corporate HR has involved and consulted the following people:

- External Departmental customers via the Annual Department for Work and Pensions Forum, where organizations representing disabled people were invited to share their views on the Department. Workshops were run for disabled people and representatives.
- All staff equality network groups.
- HR policy managers.

The feedback confirmed that although in many respects we were successful in promoting diversity and equality within the Department, there were some areas for improvement.

In addition, our commitment to the Investors in People framework enables us to make use of the valuable feedback it provides.

## **Monitoring and evaluation**

We monitor our workforce in Corporate HR as well as for the Department through our employment data. These allow us to drill down and understand how different groups are represented at different levels and in different functions in the organisation. Our employment data are set out below. In addition to legislative requirements, we collect and evaluate these data to measure our progress towards our diversity targets and our aim to be an organisation that reflects the communities we serve. The employee data (such as performance, turnover, recruitment, progression, training and absence) are broken down by diversity groups, where relevant and appropriate.

Any changes to our structures are impact-assessed as part of the process to ensure that the impact on the diversity of the workforce is measured and taken into account in line with legislative requirements. In addition to our structures we also equality impact assess new policies, procedures and systems. An example of this is research being done into our Performance and Development system to understand how this affects minority groups.

In order to analyse our HR data by diversity groups, we require equality data on our staff. We ask staff to provide information both through the application process and on the personal details section of our HR information system. A proportion of staff choose not to provide this information. We are working through communications to improve coverage.

## Employment data<sup>1</sup>

We monitor, analyse and evaluate a range of information on our staff to meet the specific requirements of the Race Relations Act, the Disability Discrimination Act and the Equality Act. This helps us to ensure that our staff from under-represented groups receive equal outcomes and are able to fulfil their potential.

### Representation of diversity strands at different civil service grades<sup>2</sup> (as on 31 March 2008)

	Percentage of staff who are:		
	Ethnic minority	Disabled	Women
Senior Civil Service	4.5%	2.8%	35.3%
Grade 6/Band G	3.9%	4.0%	42.6%
Grade 7/Band F			44.7%
SEO/Band E			53.4%
HEO/Band D	6.1%	6.4%	61.1%
EO/Band C	10.0%		68.7%
AO/Band B	11.6%	4.9%	72.1%
AA /Band A	10.5%		63.2%
All	10.1%	5.5%	68.8%

<sup>1</sup> All data is sourced from the internal HR information systems (automated and clerical). Figures only include those who have chosen to declare their status.

<sup>2</sup> Note: Civil service grades cover a diverse range of roles in different posts and functions. Senior civil service grade roles are at deputy director, director or director general level, Grade 6/Band G and Grade 7/Band F jobs can be described as senior management roles, SEO/Band E, HEO/Band D and EO/Band C roles are managerial grades, and AO/Band B and AA/Band A grades are administrative roles.

## Workforce breakdown by ethnic group (as on 31 March 2008)

Asian	Black	Chinese	Mixed	Other	White	Total
5.5%	2.7%	0.2%	1.0%	0.7%	89.9%	100%

## Recruitment: New entrants by diversity strands (For period 1 April 2007 to 31 March 2008)

Ethnic minority	White	Disabled	Non-disabled	Women	Men
13.4%	86.6%	12.8%	87.2%	59.7%	40.3%

## Recruitment process at different stages by diversity strands (for period 1 April 2007 to 31 March 2008)

	Ethnic minority	White	Disabled	Non-disabled	Women	Men
Applications	19.9%	80.1%	11.6%	88.4%	61.1%	38.9%
Success at application	17.9%	82.1%	11.7%	88.3%	61.8%	38.2%
Success at testing stage	13.9%	86.1%	11.8%	88.2%	61.2%	38.8%
Success at final assessment stage	23.7%	76.3%	17.5%	82.5%	63.4%	36.6%

### Exits: Proportion of staff leaving by diversity strands (for period 1 April 2007 to 31 March 2008)

Ethnic minority	White	Disabled	Non-disabled	Women	Men
9.0%	91.0%	5.6%	94.4%	64.7%	35.3%

### Exits: Reasons for staff leaving by diversity strands (for period 1 April 2007 to 31 March 2008)

	Ethnic minority	White	Disabled	Non-disabled	Women	Men
Contract term – ill health	3.1%	96.9%	31.5%	68.5%	57.0%	43.0%
Death in service	10.0%	90.0%	12.2%	87.8%	60.6%	39.4%
Dismissal	23.7%	76.3%	9.4%	90.6%	38.3%	61.7%
Resignation	10.2%	89.8%	2.4%	97.6%	63.5%	36.5%
Discharged probation	12.3%	87.7%	1.0%	99.0%	56.5%	43.5%
Transfer out	10.9%	89.1%	4.1%	95.9%	63.2%	36.8%
Other	8.0%	92.0%	7.1%	92.9%	69.4%	30.6%
All	9.0%	91.0%	5.6%	94.4%	64.7%	35.3%

### Promotion: Percentage of staff in each group promoted (for period 1 April 2007 to 31 March 2008)

Ethnic minority	White	Disabled	Non-disabled	Women	Men
4.3%	2.6%	1.9%	2.8%	2.6%	3.2%

**Performance and Development System: Proportion of staff receiving higher or top markings (top two markings) by under-represented group (for period 2006/2007)**

Ethnic minority	White	Disabled	Non-disabled	Women	Men	Part-time	Full-time
48%	55%	46%	54%	55%	48%	48%	56%

**Disciplinary process: percentage off staff in each group to be disciplined (for period 1 April 2007 to 31 March 2008)**

Ethnic minority	White	Disabled	Non-disabled	Women	Men
1.8%	0.8%	0.8%	1.0%	0.7%	1.7%

**Training (for period 1 April 2007 to 31 March 2008)**

	Ethnic minority	White	Disabled	Non-disabled	Women	Men
Training applications made	21.4%	78.6%	2.9%	97.1%	64.9%	35.1%
Training received	21.1%	78.9%	3.0%	97.0%	64.5%	35.5%

**Impact assessments**

In Corporate HR we undertake equality impact assessments as part of the process for change requests and when developing new policies and products. Following our race, disability and gender impact assessment of our pay policies in 2006 we are repeating that process against the outcomes of the 2007 award. In some cases impact assessments have led us to change our procedures. For example, an impact assessment on one of our selection tools based on literacy and numeracy tests led us to change the level at which we set the pass mark. Impact assessments are published by the Department and made available externally where appropriate.

In addition to the equality impact assessments conducted for changing or introducing new policies we are also committed to undertaking disability and gender impact assessments on our existing policies which were in place before December 2006. This is an ongoing programme designed to understand how these policies affect members of minority groups.

## Equal pay

The Department for Work and Pensions undertakes regular pay audits to review our policies, their application, and identify any direct or indirect causes of pay inequality. Following the introduction of the three-year pay award in 2007 we are currently carrying out an audit to understand how that award has affected people from different groups and if there are any issues we need to address. Negotiations with our Trade Unions continued for longer than we had expected towards the end of 2007 and this resulted in the pay award being delayed which in turn led to the pay audit starting later than we had indicated in our previous update.

The pay award was specifically designed to improve pay progression within grade by targeting more of the available money at those at the lower end of the pay scales. We did this because our staff told us pay progression was a key issue for them and also because we believe this will help us address the pay gaps that exist in favour of women at junior levels, and men at senior levels, that were identified in our pay audits in 2002 and 2005.

By giving priority to faster pay progression within the pay band the Department will, over the three-year period covered by the award, significantly increase the proportion of our employees that are on the pay scale maxima and this will help us to equalise the gender pay gap that currently exists within some pay bands. In the next few years the intention is to introduce pay progression linked to capability.

The second part of our strategy is to monitor the application of our promotion and recruitment policies to ensure that these are not indirectly resulting in a disproportionate number of women and/or part-time staff in the lower pay bands. This concern was identified in the 2005 equal pay audit because it indirectly contributes to the gender pay gap.

We will provide details of the key findings from our current pay audit in our 2009 annual progress report.

## Progress reporting and reviewing

We will continue to assess, report and publish progress annually. As part of that process we will ensure that we continue to involve customers and staff, and use the outcomes of monitoring and evaluation.

## Annex 1 – Assessment of Functions and Policies

Policies/functions	Relevance rating (high/medium/low)		
	Disability	Gender	Race
To enable the Department to meet its performance and customer service goals by maintaining an expert workforce through development of existing staff and recruiting the right people.	High	High	High
To improve employee motivation and support well-being of our people based on a policy framework which is fair, flexible, accessible and business-focused.	High	High	High
Remove discrimination and promote equality for our customers and our people.	High	High	High
To provide a common framework through capability requirements providing opportunity for career progression.	High	High	High
Introduce professional standards across the Department to complement the Department’s competency framework.	High	High	High
Line managers and individual members of staff taking responsibility through the performance and development system for identifying individual development needs and reviewing progress towards achieving them.	High	High	High
A flexible and responsive learning and development system providing access through portals to cost-effective blended learning solutions fulfilling identified learning requirements.	High	Low	High
To help the Department meet its modernisation goals by delivering a workforce management process that enables us to match our staff numbers to our business needs.	Medium	Medium	High

Policies/functions	Relevance rating (high/medium/low)		
	Disability	Gender	Race
Continued evaluation of the Department's capability requirements and the effectiveness of our investment in learning and development.	Medium	Medium	Medium
To help the Department meet its people and organisational goals by providing the high-quality and efficient human resource services needed for today and becoming a strategic enabler for tomorrow's changes.	Medium	Medium	Medium
To integrate and improve the human resource services to the Department through delivery of the Human Resource modernisation programme.	Low	Low	Low
To ensure clarity about the capability requirements for each of our roles, expressed through skills/competencies, and where appropriate, experience and accreditation.	Low	Low	Low

## Annex 2 – Corporate Human Resources Equality Schemes Action Plan

Objectives	Activities required	Timescales	Outcomes	Progress Report
1. All Corporate Human Resources staff act in accordance with legislation and know how to feed into the continuous improvement processes.	<p>All new staff joining human resources will receive awareness training and refresher training will be provided for all staff on a regular basis.</p> <p>Ensure all staff access the diversity and equality internal website and undertake appropriate e-learning activities on the site.</p>	Ongoing.	All staff will be aware of their roles and responsibilities under the revised legislation and are equipped to meet the general duties of the Acts.	<p>Mandatory briefing session and open learning undertaken across Human Resources to prepare for changes to anti-discrimination and promotion of equality legislation.</p> <p>Employee Assistance Programme ran a poster campaign on all aspects of diversity and equality between January and June 2007.</p>

Objectives	Activities required	Timescales	Outcomes	Progress Report
<p>2. Taking forward the following:</p> <p>(a) Impact assessments of functions and policies;</p> <p>(b) Arrangements in place to review relevant functions and policies.</p>	<p>Evaluate strategy for assessment of policies and functions and rate the potential disability equality impact.</p> <p>Incorporate into annual business planning process.</p>	<p>From December 2006 – ongoing.</p> <p>December 2008 onwards.</p>	<p>That all policies and functions adhere to the legal requirements.</p>	<p>All employee policies are equality impact assessed as part of the policy development and review process. Impact assessments of relevant functions and policies will be completed by December 2009.</p>
<p>3. Promotion of equal pay</p>	<p>To carry out an equal pay review at least every three years</p> <p>Complete actions agreed in response to recommendations arising from the 2005 equal pay audit, including:</p> <ul style="list-style-type: none"> <li>agreement of processes to ensure monitoring of business compliance for discretionary pay policies</li> </ul>	<p>Next review planned to commence early 2008.</p>	<p>Establish the reasons for any disparities and ensure that policies have been appropriately reviewed against relevant legislation and confirm whether recent pay reviews have had any success in narrowing the gender pay gap.</p>	<p>The 2007 pay award has now been implemented. Results will be used to analyse the Departmental gender pay gap and its causes, and to develop a further objective related to them - or to provide clear evidence as to why such an objective is not deemed necessary to discharge our general gender equality duty. This is to be done in line with the 2008 pay audit.</p> <p>Action agreed in response to 2005 equal pay audit have been completed and action plan now closed.</p>

Objectives	Activities required	Timescales	Outcomes	Progress Report
3. Promotion of equal pay (continued)	<ul style="list-style-type: none"> <li>ongoing dialogue with businesses to identify areas for action and drive continuous improvement in the application and accessibility of pay policies</li> <li>improved specification of management information from new human resource and payroll systems to inform about application of policies across the Department</li> <li>conduct a new equal pay audit, scope to include an assessment of business compliance with discretionary pay policies</li> </ul>	<p>In place by January 2007.</p> <p>Ongoing.</p> <p>In place by end of December 2007.</p>	(See above)	<p>Promotion data from 2004/2005 analysed to establish whether this is a factor in women and part-time staff spending longer in the clerical pay bands. Established that both groups are less likely to apply for promotion and less likely to succeed. We will continue to monitor the promotion data for women and part-time staff, and other groups as detailed in objective 11.</p> <p>Departmental businesses reminded of the importance of policy compliance when considering offering discretionary higher starting pay on recruitment. Policy also updated on the intranet to include reference to requirements of Civil Service Commissioners in order to improve compliance.</p> <p>Consulted widely with Departmental businesses, staff and unions as part of a fundamental review of Departmental reward strategy. Three year pay offer made for period 2007 - 2009 is intended to reduce the gender pay gap within each pay band by delivering faster pay progression and thereby reducing impact of time served.</p> <p>Senior Civil Service pay awards in 2007 and 2008 analysed in respect to diversity to the satisfaction of the Executive Team.</p>

Objectives	Activities required	Timescales	Outcomes	Progress Report
3. Promotion of equal pay ( <i>continued</i> )	<ul style="list-style-type: none"> <li>analysis of Senior Civil Service pay committee awards in respect of gender and working patterns</li> </ul>	(See above)	(See above)	(See above)
4. Arrangements for monitoring workforce management policy - specifically the selection criteria used for selecting people for early release.	<p>Monitoring information will be collected by the Human Resources Shared Service centres for workforce management policy team.</p> <p>To evaluate the selection criteria tool.</p>	Monitoring will continue on an ongoing basis.	That the policy is working effectively and has does not have a disproportionate equality impact on under-represented groups and adheres to legislative requirements.	Three evaluations have been carried out (covering data to March 2007). Selecting out ratios for majority/minority groups demonstrate no disproportionate equality impact.

Objectives	Activities required	Timescales	Outcomes	Progress Report
<p>5. Arrangements are being put in place to monitor the impact of the Transfer of Undertakings (Protection of Employment) Regulations 1981 and 2006 (TUPE) policy.</p>	<p>Monitoring information will be collected.</p>	<p>Monitoring arrangements will be ongoing.</p>	<p>That the policy is working effectively and does not have a disproportionate equality impact on minority groups and adheres to legislative requirements.</p>	<p>The commercial bidding process evaluates equality and diversity policy information from bidders to ensure they are compliant with legislation. Bidders not compliant are excluded from progressing further in the tender process. Departmental Transfer of Undertakings (Protection of Employment) experts are part of the evaluation teams.</p> <p>Staff in undertakings prior to a transfer out are covered by Departmental equality policies up to the date of transfer. Movements in and out of the undertaking prior to transfer are operated using Departmental workforce management policies and monitored under each separate policy. Staff transferring from other employers are immediately covered by these policies and monitored under each separate policy.</p>

Objectives	Activities required	Timescales	Outcomes	Progress Report
6. Monitor all key Human Resources processes, including the Performance and Development System, retention, grievance, harassment, training and development, promotion, discipline and recruitment, to ensure they meet diversity and equality requirements.	Monitoring of all processes to identify trends and significant differences by disability.	Quarterly.	Policies do not have a disproportionate equality impact on diversity groups and they adhere to legislative requirements.	An evaluation of the revised performance development system took place during August to November 2007. The launch included a presentation by the Diversity and Equality Centre of Expertise and discussion with policy leads over impacts of the performance development system and options to improve it.
	Full review of Performance and Development System policy.	Winter 2006.		Specific monitoring of revised policies for emergency transfers and facilitated moves. A manual process is being established for the monitoring of emergency transfers as these are processed off system. Selection of forms have been amended to ensure full compatibility for assistive technology users.
	Impact assessment of reformed policies and processes for equality impact on diversity groups.			Harassment/grievance and discipline policies continue to be monitored. Automatic resource management system management information reports are under development in all three areas.
	Ongoing monitoring and evaluation of performance and development system.	2007 Annually.		

Objectives	Activities required	Timescales	Outcomes	Progress Report
7. Learning modernisation programme ensures that diversity and equality policies are embedded in all management activities and in programme members' behavioural ground rules.	Impact assessments of learning products	Ongoing.	Compliance with Departmental policy and legislative requirements.	<p>All e-learning is tested to ensure accessibility compliance prior to end users (learners having access).</p> <p>This ensures all staff with accessibility requirements will be able to access the e-learning from their desktops.</p>

Objectives	Activities required	Timescales	Outcomes	Progress Report
<p>8. Ensure Disability Discrimination Act compliance on all Senior Civil Service recruitment, make all panels aware of responsibilities and understand turnover in the Senior Civil Service by disability. Also to consider race and gender in these recruitment exercises.</p>	<p>Initiating an internal audit of Disability Discrimination Act compliance.</p> <p>To ensure compliance with Guaranteed Interview Scheme/ Two Ticks on recruitment of Senior Civil Service through sample checks.</p> <p>Briefing supplied on an ongoing basis to panel members.</p> <p>Analysis of statistics of Senior Civil Service leavers to identify whether there is a trend in the diversity of people leaving.</p>	<p>From December 2006.</p> <p>Ongoing.</p>	<p>Appropriate standards have been applied.</p>	<p>All Senior Civil Service recruitment exercises are compliant. This is monitored by the Senior Civil Service recruitment team.</p> <p>The team also provide briefing to panel members about diversity issues.</p> <p>No trend has been identified in the diversity of Senior Civil Service leavers.</p>

Objectives	Activities required	Timescales	Outcomes	Progress Report
9. Monitor selection policy to ensure it meets diversity and equality requirements.	<p>Collation and analysis of quarterly and annual monitoring information by ethnicity, nationality, age, gender, disability and working patterns for internal and external selection exercises.</p> <p>Review of individual selection tools to ensure no equality impact on groups.</p> <p>Specific monitoring of revised policies for emergency transfers and facilitated moves.</p>	<p>Quarterly/ Annual.</p> <p>Ongoing.</p> <p>Reviewed when sufficient data available.</p>	<p>That the policy is working effectively and has does not have a disproportionate equality impact on minority groups and adheres to legislative requirements.</p>	<p>Reviewed when sufficient data available. Contact centre tools pilots ongoing. Will report evaluation findings end of 2007.</p> <p>Human resource policy leads in selection have been invited to a workshop to discuss changes to the selection system. This will include where we advertise vacancies and agree a plan for how we test and appoint new starters.</p> <p>Equality impact assessment completed on lower level literacy and numeracy tests pass marks changed to address issues.</p>
10. Monitoring staff attitudes on their experience of working for the Department.	Analysis of staff attitude survey results comparing responses from ethnic minority groups with others.	Annual process.	Annual report – noting any significant differences and trends.	Demographic report for 2006 and 2007 survey sent to Diversity and Equality Centre of Expertise. The survey is repeated annually and regular reports are produced on all diversity issues.