

Corporate Human Resources

Corporate Human Resources

Disability Equality Action Plan

Objectives	Actions Required	Timescales	Intended Outcome	Progress
1. All corporate human resources staff act in accordance with the revised legislation and know how to feed into continuous improvement processes	<p>To appoint a diversity manager for each of the human resources directorates to take the lead on diversity issues</p> <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>	December 2006	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 has run a poster campaign on all aspects of diversity and equality between January and June 2007</p>

Objectives	Actions Required	Timescales	Intended Outcome	Progress
<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 adverse impact</p> <p>Incorporate into annual business planning process</p>	<p>December 2006</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 2009</p>

Objectives	Actions Required	Timescales	Intended Outcome	Progress
<p>3. Governance of our human resources employee non-pay policies, and assurance to board that policies are non-discriminatory and fit for purpose</p>	<p>Implementation and review of the 2006 revised human resource policies</p> <p>Discussions with key stakeholders on any proposed changes, including trade unions</p> <p>Review of the performance and development system</p>	<p>Implementation from 26 June 2006</p> <p>Consultation stage complete September 2006</p>	<p>Policies, including the performance and development system are easier to access and use</p> <p>All policies are checked for functionality, presentation, and diversity neutrality</p> <p>Any necessary changes mutually agreed and implemented smoothly</p>	<p>Performance systems are in place and functioning well. The keyword search and A-Z glossary have been further improved to make access quicker and more accurate</p> <p>Diversity monitoring pilot of employee assistance programme counselling commenced April 2007 covering gender, age, ethnicity, disability and sexual identity</p> <p>Representatives of network groups given opportunity to attend meetings with employee assistance programme regional counsellor/consultants starting January 2007. Solicitors remain key stakeholders in policy development and routinely provide legal update sessions to policy managers</p> <p>An evaluation of the revised performance and development system is taking place between August and November 2007. The launch will include a presentation by the Diversity and Equality Centre of Expertise and discussion with policy leads over impacts of performance and development and options to improve the system. The statistics for 2006/07 performance year will be used as part of the evaluation</p>

Objectives	Actions Required	Timescales	Intended Outcome	Progress
<p>4. Arrangements for monitoring workforce management policy – specifically the selection criteria used for selecting people for early release</p>	<p>Monitoring information will be collected by the human resources shared service centres for workforce management policy team To evaluate the selection criteria tool</p>	<p>Monitoring will continue on an ongoing basis until the end of the Department’s workforce management programme (up to 31 March 2008)</p>	<p>That the policy is working effectively, does not have a disproportionate adverse impact on under-represented groups and adheres to legislative requirements</p>	<p>Three evaluations have been carried out (covering data to March 2007). Selecting out ratios for majority/minority groups demonstrate no disproportionate adverse impact Monitoring will continue to March 2008</p>

Objectives	Actions Required	Timescales	Intended Outcome	Progress
<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 in place by October 2006 and will be ongoing</p>	<p>That the policy is working effectively, does not have a disproportionate adverse 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.</p> <p>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	Actions Required	Timescales	Intended Outcome	Progress
<p>6. Monitor all key human resources processes, including the performance and development system policy, retention, grievance, harassment, training and development, promotion, discipline and recruitment, to ensure they meet diversity and equality requirements</p>	<p>Monitoring of all processes to identify trends and significant differences by disability</p> <p>Full review of performance and development system policy</p> <p>Reform package as result of consultation</p> <p>Impact assessment of reformed policies and processes for adverse impact on diversity groups</p> <p>Ongoing monitoring and evaluation of performance and development system</p>	<p>Quarterly</p> <p>Winter 2006</p> <p>2007</p> <p>Annually</p>	<p>Policies do not have a disproportionate adverse impact on diversity groups and adhere to legislative requirements</p>	<p>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. The diversity and equality statistics for 2006/07 performance will be used as part of the evaluation</p> <p>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 forms have been amended to ensure full compatibility for assistive technology users</p> <p>Harassment/grievance and discipline policies continue to be monitored. Automatic resource management system management information reports under development in all three areas</p>

Objectives	Actions Required	Timescales	Intended Outcome	Progress
7. Promotion of equal pay between disabled and non-disabled staff	Review 2006 impact assessment of pay policies against disability legislation	End December 2007	Establish the reasons for any disparities and ensure that policies have been appropriately reviewed against relevant legislation	All policies have been screened. Review of impact assessments to take place in December 2007 and further equal pay audit intended for late 2007/early 2008
8. Learning modernisation programme ensures that diversity and equality policies are embedded in all management activities and in programme members' behavioural ground rules	Impact assessment of learning products for disability discrimination	Ongoing	Compliance with Departmental policy and legislative requirements	All e-learning is tested to ensure accessibility compliance prior to end users (learners having access) This ensures all staff with accessibility requirements will be able to access the e-learning from their desktops

Objectives	Actions Required	Timescales	Intended Outcome	Progress
<p>9. Seek to meet diversity targets set out in the 10 point plan for senior civil service members</p>	<p>A project has been established to look at internal measures and also partnerships with external service providers</p>	<p>By March 2008</p>	<p>To meet or exceed senior civil service diversity targets</p>	<p>The project has now almost concluded and is being mainstreamed. There is some way to go to meet the senior civil service diversity targets but over the next year:</p> <ul style="list-style-type: none"> • All recruiting managers will be invited to attend a workshop highlighting good practice around diversity in recruitment • Diversity will be integral to all stages of the recruitment using key messages promoting diversity in the job specification and advertisement • Recruitment consultants will be selected on the basis of evidence of diverse recruitment and asked to focus search to attract diverse candidates • The timescale will now become March 2008

Objectives	Actions Required	Timescales	Intended Outcome	Progress
<p>10. 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</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>To be completed by 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 found in the diversity of senior civil service leavers</p>

Objectives	Actions Required	Timescales	Intended Outcome	Progress
<p>11. Monitor selection policy to ensure it meets diversity and equality requirements</p>	<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 adverse 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>Contact centre tools ongoing will report evaluation findings end of 2007</p>	<p>That the policy is working effectively, does not have a disproportionate adverse 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 resources 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>Adverse impact assessment completed on lower level literacy and numeracy tests pass marks changed to address issues</p>

Gender Equality Action Plan

Objectives	Actions Required	Timescales	Intended Outcome	Progress
<p>1. All corporate human resources staff act in accordance with the revised legislation and know how to feed into continuous improvement processes</p>	<p>To appoint a diversity manager for each of the human resource directorates to take the lead on diversity issues</p> <p>Ensure all staff access the diversity and equality website and undertake appropriate e-learning activities on the site.</p>	<p>December 2006</p>	<p>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>	<p>Mandatory briefing sessions and open learning undertaken across human resources to prepare for changes to anti-discrimination and promotion of equality</p>

Objectives	Actions Required	Timescales	Intended Outcome	Progress
<p>3. Governance of Departmental human resources employee non-pay policies, and assurance to board that policies are non-discriminatory and fit for purpose</p>	<p>Implementation and review of the 2006 revised human resources policies</p> <p>Discussions with key stakeholders on any proposed changes, including trade unions</p> <p>Review of the performance and development system</p>	<p>Implementation from 20 June 2006</p> <p>Consultation stage complete September 2006</p>	<p>Policies, including the performance and development system are easier to access and use</p> <p>All policies are checked for functionality, presentation, and diversity neutrality</p> <p>Any necessary changes mutually agreed and implemented smoothly</p>	<p>Revised policies are in place and functioning well. The internal website keyword search and A-Z glossary facilities have been further improved to make access quicker and more accurate. Diversity monitoring pilot of employee assistance programme counselling commenced April 2007 covering gender, age, ethnicity, disability and sexual orientation</p> <p>Representatives of diversity network groups given opportunities to attend employee assistance programme regional counsellor/consultant meetings from January 2007</p> <p>Solicitors remain key stakeholders in policy development and review, and routinely provide legal updates to policy managers</p>

Objectives	Actions Required	Timescales	Intended Outcome	Progress
<p>4. 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"> • agreement of processes to ensure monitoring of business compliance for discretionary pay policies • ongoing dialogue with businesses to identify areas for action and drive continuous improvement in the application and accessibility of pay policies 	<p>Next review likely to commence November 2007</p> <p>By April 2007</p> <p>By January 2007</p>	<p>Establish the reasons for any disparities, 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>Terms of reference for next equal pay audit are now being drawn up but review will not commence until the 2007 pay award has 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 2007 pay audit</p> <p>Actions agreed in response to 2005 equal pay audit have been completed and action plan now closed</p> <p>Promotion data from 2004/05 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>

Objectives	Actions Required	Timescales	Intended Outcome	Progress
4. Promotion of equal pay (<i>continued</i>)	<ul style="list-style-type: none"> improved specification of management information from new human resources and payroll systems to inform about application of policies across the Department conduct a new equal pay audit, scope to include an assessment of business compliance with discretionary pay policies analysis of senior civil service pay committee awards in respect of gender and working patterns 	<p>Ongoing</p> <p>By end of December 2007</p>	(See above)	<p>Departmental businesses reminded of the importance of policy compliance when considering offering discretionary higher starting pay on recruitment. Policy also updated on the internal website 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	Actions Required	Timescales	Intended Outcome	Progress
<p>5. Arrangements for monitoring workforce management policy - specifically the selection criteria used for selecting people for early release</p>	<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>	<p>Monitoring will continue on an ongoing quarterly basis until the end of the Department's workforce management programme (up to 31 March 2008)</p>	<p>That the policy is working effectively, does not have a disproportionate adverse impact on under-represented groups and adheres to legislative requirements</p>	<p>Evaluations have been carried out (covering data to March 2007). 'Selecting out' ratios for majority/minority groups demonstrate no disproportionate adverse impact</p> <p>Monitoring will continue to March 2008</p>

Objectives	Actions Required	Timescales	Intended Outcome	Progress
<p>6. Arrangements are 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 in place by October 2006 and will be ongoing</p>	<p>That the policy is working effectively, does not have a disproportionate adverse 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 equality legislation. Bidders not compliant are excluded from progressing further in the tender process. 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.</p> <p>Movements in and out of the undertaking prior Departmental workforce management policies and monitored under each separate policy</p>

Objectives	Actions Required	Timescales	Intended Outcome	Progress
<p>7. Monitor all key processes, including the performance and development system policy, retention, grievance, harassment, training and development, promotion, discipline and recruitment, to ensure they meet diversity and equality requirements</p>	<p>Monitoring of all processes to identify trends and significant differences by gender and working pattern</p> <p>Full review of performance and development system policy:</p> <ul style="list-style-type: none"> • reform package as result of consultation • impact assessment of reformed policies and processes for adverse impact on diversity group • ongoing monitoring and evaluation of performance and development system 	<p>Quarterly Winter 2006 2007</p> <p>Annually</p>	<p>Ensure that the policies are working effectively, do not have a disproportionate adverse impact on diverse groups and that they adhere to legislative requirements</p>	<p>An evaluation of the revised performance development system took place during August – November 2007. The launch included a presentation by the Diversity and Equality Centre of Expertise and discussion with policy leads over impacts of performance and development and options to improve the system. The diversity and equality statistics for 2006/07 performance year will be used as part of the evaluation</p> <p>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 forms have been amended to ensure full compatibility for assistive technology users</p> <p>Harassment/grievance and discipline policies continue to be monitored. Automatic Resource Management system management information reports under development in all three areas</p>

Objectives	Actions Required	Timescales	Intended Outcome	Progress
<p>8. Learning Modernisation Programme ensures that diversity and equality policies are embedded in all management activities and in programme members' behavioural ground rules</p>	<p>Impact assessment of learning products for discrimination</p>	<p>Ongoing</p>	<p>Compliance with Departmental policy and legislative requirements</p>	<p>All e-learning is tested to ensure accessibility compliance prior to end users (learners having access) This ensures all staff with accessibility requirements will be able to access the learning from their desktops</p>

Objectives	Actions Required	Timescales	Intended Outcome	Progress
<p>9. Seek to meet diversity targets set out in the 10 point plan for senior civil service members</p>	<p>A project has been established to look at internal measures and also partnerships with external service providers</p>	<p>By March 2008</p>	<p>To meet or exceed senior civil service diversity targets</p>	<p>The project has now almost concluded and is being mainstreamed. There is some way to go to meet the senior civil service diversity targets:</p> <ul style="list-style-type: none"> • Over the next year, all senior civil service recruiting managers will be invited to attend a workshop highlighting good practice around diversity in recruitment • Diversity will be integral to all stages of the recruitment using key messages promoting diversity in the job specification and advert • Recruitment consultants will be selected on the basis of evidence of diverse recruitment and asked to focus search to attract diverse candidates <p>The timescale will now become March 2008</p>

Objectives	Actions Required	Timescales	Intended Outcome	Progress
10. Ensure that all staff are aware of their rights and responsibilities for work life balance	Information to all staff informing them of their rights and responsibilities for maintaining a work life balance for themselves and their teams	Annually	Greater awareness and demonstration of a work life balance	<p>Focus group established within strategic planning programmes and operations directorate to promote the behaviours set out in the corporate human resources leadership charter – including work life balance under 'People feel supported to deliver'. This initiative has now been extended across corporate human resources</p> <p>More advice available to staff via new occupational health service contract April 2007</p> <p>New employee benefits site on our internal website with a specific emphasis on work life balance launched May 2007</p>

Objectives	Actions Required	Timescales	Intended Outcome	Progress
<p>11. Monitor selection policy to ensure it meets diversity and equality requirements</p>	<p>Collation and analysis of quarterly and annual monitoring information by gender and working patterns for internal and external selection exercises</p> <p>Review of individual selection tools to ensure no adverse impact on groups</p>	<p>Quarterly</p> <p>Annually</p>	<p>That the policy is working effectively, does not have a disproportionate adverse impact on minority groups (e.g. does not indirectly contribute to role segregation) and adheres to legislative requirements</p>	<p>Reviewed when sufficient data available.</p> <p>Contact centre tools pilots ongoing. Will report evaluation findings end of 2007</p> <p>Human resources 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>Adverse impact assessment completed on lower level literacy and numeracy tests pass marks changed to address issues</p>

Objectives	Actions Required	Timescales	Intended Outcome	Progress
<p>12. Ensure compliance with legislation on all senior civil service recruitment, make all panels aware of responsibilities and understand turnover in the senior civil service by gender</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>Ongoing</p>	<p>Appropriate standards have been applied</p>	<p>All senior civil service recruitment exercises are diversity compliant. This is monitored by the senior civil service recruitment team</p> <p>Over the next year, all senior civil service recruiting managers will be invited to attend a workshop highlighting good practice around diversity in recruitment</p> <p>No trend has been found in the diversity of senior civil service leavers</p>

Objectives	Actions Required	Timescales	Intended Outcome	Progress
<p>13. To change the structure of our pay system so that it is more closely aligned to our business need by, among other things, shortening pay scales further</p>	<p>2007 pay deal will be negotiated with the trade unions</p>	<p>Negotiations will have started by April 2007</p>	<p>We want our pay structures to be clearer and more transparent</p> <p>Key priorities will be faster pay progression and shorter pay scales</p> <p>This will reduce the impact that time served in the pay band has on average pay and should in turn help to reduce the gender pay gap that currently exists in each pay band</p> <p>It will also help to reduce the gap that currently exists for part-time staff</p>	<p>We have made a 3 year pay offer to our trade unions which covers the years 2007 – 2009. In addition we have offered open discussions with the unions about how we can develop a pay system that links pay progression to capability. This will further reduce the impact time served has on pay and will help to reduce inequalities that currently exist for gender and working pattern</p>

Race Equality Action Plan

Objectives	Actions Required	Timescales	Intended Outcome	Progress
1. Implementation of diversity and equality communications strategy	Review membership, affiliation to diversity organisations Communications strategy: <i>Diverse Working People</i> articles, internal and external websites	June 2005 May/June 2005	Departmental membership of appropriate organisations, value for money achieved Effective communications internally and externally with customers	The communications strategy and membership of appropriate organisations was reviewed. The diversity and equality internal website was reviewed and updated

Objectives	Actions Required	Timescales	Intended Outcome	Progress
<p>2. Monitor all key human resources processes, including the performance and development system policy, retention, grievance, harassment, training and development, promotion, discipline and recruitment, to ensure they meet diversity and equality requirements by ethnic group</p>	<p>Monitoring of all processes to identify trends and significant</p> <p>Full review of performance and development system policy:</p> <ul style="list-style-type: none"> • reform package as result of consultation • impact assessment of reformed policies and processes for adverse impact on diversity groups • ongoing monitoring and evaluation of performance development system 	<p>Quarterly Winter 2006/2007</p> <p>Annually</p>	<p>Ensure that the policies are working effectively, do not have a disproportionate adverse impact on diversity groups and adhere to legislative requirements</p>	<p>Update 2006: Analysis of the performance and development system results for the year ending March 2006 was undertaken and the results published across the Department. These results will be used to develop messages to all staff</p> <p>Update 2007: An evaluation of the revised performance and development system took place August – November 2007. The launch included a presentation by the Diversity and Equality Centre of Expertise and discussion with policy leads over the equality impacts and options to improve the system. The statistics for the 2006/07 performance year will be used as part of the evaluation</p> <p>Harassment / grievance and discipline policies continue to be monitored. Automatic Resource Management system management information reports under development in all three areas</p>

Objectives	Actions Required	Timescales	Intended Outcome	Progress
3. Promotion of equal pay by ethnic group	Review 2006 impact assessment of pay policies against race legislation	End of December 2006	Establish the reasons for any disparities and ensure that policies have been appropriately reviewed against relevant legislation	All policies have been screened, review of impact assessments to take place December 2007 and further equal pay audit intended for late 2007/early 2008 Pay outcomes were impact assessed against race legislation to ensure compliance. This process will be repeated by end of 2007
4. Development and reporting of diversity performance indicators	Scope with key stakeholders	April 2005 onwards	Performance indicators in place, which actually measure 'diversity' progress	Key performance indicators have been developed during the year and are now on the Department's internal website where all staff have access
5. Input into policy development	Support and assurance of compliance of all policies with legislative requirements	April 2005 onwards	Department is compliant with all relevant legislation All policies explicitly support Departmental values	Equality impact assessment process has been revised and communicated to all staff. Support workshops have been run for policy holders and ongoing support is available. The Diversity and Equality learning zone for staff has been updated and re-communicated. All staff have completed mandatory training on the legislation

Objectives	Actions Required	Timescales	Intended Outcome	Progress
6. Development of human resources management information portal	Work with information analysis division to develop portal pilot that will provide diversity data	Started February 2005 Evaluation May 2005	Improved access to central pool of data to inform diversity policies	Following the introduction of the portal diversity data can now be accessed by all staff
7. Master classes with business diversity managers and human resources business partners	Stage a series of tailored master classes to include all business areas, to support and upskill key personnel, particularly on legislative matters	Quarterly	Improved knowledge, understanding and expertise Better advice around employment law and policy awareness	Tailored master classes have been held during the year at the request of various businesses within the Department. They have included upskilling staff particularly on legislative issues

Objectives	Actions Required	Timescales	Intended Outcome	Progress
<p>8. Arrangements for monitoring workforce management policy – specifically the selection criteria used for selecting people for early release</p>	<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>	<p>Monitoring will continue on an ongoing quarterly basis until the end of the Department's workforce management programme (up to 31 March 2008)</p>	<p>That the policy is working effectively, does not have a disproportionate adverse impact on under-represented groups and adheres to legislative requirements</p>	<p>Process for enabling the data to be gathered has been put in place. This includes guidance for line managers, unit managers, human resources business partners, shared service centres and the payroll data retrieval team as to what their respective responsibilities are. A spreadsheet and monitoring return has also been developed and implemented to help with the data collection</p> <p>As above – the process has been developed and implemented to allow the collected monitoring data to be sent to our psychology division for analysis</p>

Objectives	Actions Required	Timescales	Intended Outcome	Progress
<p>9. Arrangements are 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 in place by October 2006 and will be ongoing</p>	<p>That the policy is working effectively, does not have a disproportionate adverse 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 equality legislation. Bidders not compliant are excluded from progressing further in the tender process. Transfer of Undertakings (Protection of Employment) are part of the evaluation teams</p> <p>Staff in undertakings prior to a transfer out are covered by our 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</p>

Objectives	Actions Required	Timescales	Intended Outcome	Progress
<p>10. To ensure staff can easily access Departmental guidance on race and diversity; and managers can assess the impact of the decisions they make in race and other equality terms</p>	<p>Revise, pilot and introduce new induction procedures including signposted links to relevant websites</p> <p>Introduce impact assessment workshops</p>	<p>Pilot induction in September 2005 with full roll out during 2006</p> <p>Launch impact assessments in April 2005</p> <p>Ongoing thereafter</p>	<p>Staff have an awareness of issues and obligations surrounding race and diversity</p> <p>Managers do assess the impact of decisions and react accordingly</p>	<p>Our induction website continues to have signposted links to the diversity and equality internal website and the diversity and equality learning zone which is currently under development and will replace the existing diversity toolkit</p> <p>Guidance and procedures for impact assessments are available on the diversity and equality internal website. Specific e-learning for impact assessments is programmed to be re-written and will be available to users via the learning zone later this year</p> <p>Impact assessment upskilling workshops for policy owners are being delivered by the Diversity and Equality Centre of Expertise</p>
<p>11. Analysis of staff survey results</p>	<p>Scope work</p> <p>Engagement of trades unions, staff networks etc</p> <p>Action planning – key actions in the light of analysis and consultation – April 2005 onwards</p>	<p>Decisions on scope and range of the work – May 2005</p> <p>Other milestones as per above and action planning</p>	<p>Understanding of issues</p> <p>Improved staff survey results across all diversity strands</p>	<p>Staff survey results 2005 were analysed by ethnic group and messages communicated across the Department. The findings were used to help us understand the issues and to re-iterate messages to staff, for example, that the Department operates a zero tolerance approach to racism. This has now been established as an ongoing routine task</p>

Objectives	Actions Required	Timescales	Intended Outcome	Progress
<p>12. Assess fairness of selection tools used in the Department</p>	<p>Data gathering and statistical analysis Collation and analysis of quarterly and annual monitoring information by race for internal and external selection exercises Review of individual selection tools to ensure no adverse impact on groups</p>	<p>Ongoing</p>	<p>Report on fairness of selection methods</p>	<p>Reviewed when sufficient data available. Contact centre tools pilots ongoing, will report findings by end of 2007 Adverse impact assessment completed on lower level literacy and numeracy tests – pass marks changed</p>

Objectives	Actions Required	Timescales	Intended Outcome	Progress
13. Assess fairness of 'Selecting out' methods used in workforce planning	Assess fairness of criteria used	Monitoring will continue on an ongoing quarterly basis until the end of the Department's workforce management programme (up to 31 March 2008)	That the policy is working effectively, does not have a disproportionate adverse impact on under-represented groups and adheres to legislative requirements	Two interim reports delivered, making recommendations for improving process delivered Third report now delivered and further work has been commissioned to look at breaking down information by individual minority groups as opposed to ethnic minorities as a whole
14. 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