

BTSR Promoting Equality in Employment: Self-evaluation Framework

MOTIVATE

MOTIVATE

1. Motivate

We have a strategy that will motivate and enable our organisation to create an inclusive workplace with improved opportunities for everyone, to help us achieve business success.

1.1 Commitment:

Everyone engaged in delivering our business has a shared understanding of the importance of creating an inclusive workplace with improved opportunities for everyone and their role and responsibilities in achieving this goal.

1.2 Leadership:

Senior decision-makers lead and are accountable for creating an inclusive workplace that supports business performance.

1.3 Policies & Resources:

Clear policies are in place to underpin our strategy for an inclusive workplace with improved opportunities for everyone. We have the necessary resources to realise these policies and objectives.

ACT

ACT

2. ACT

We take action to create an inclusive workplace and improve opportunities for everyone.

2.1 Recruitment

We recruit fairly; attracting and appointing the best talent from a diverse pool.

2.2 Development

We identify and remove any barriers to individual development, succession and reward, so that all our employees can realise their full potential and are fairly rewarded within our workplace.

2.3 Retention

We take appropriate steps to accommodate the different needs of our employees to help us nurture and retain talented people from all backgrounds.

EVALUATE

EVALUATE

3. EVALUATE

We evaluate the success of our actions to create an inclusive workplace and improve opportunities for everyone, to check that they are effective. We consider inclusion and diversity in our planning for the future to ensure continuous business performance improvement.

3.1 Recruitment

We monitor our success in recruiting a diverse workforce and identify priorities for improvement.

3.2 Development

We track the development of our employees and monitor how we reward them, comparing the experiences of employees from different backgrounds, and identifying priorities for improvement.

3.3 Retention

We check how successfully our actions meet the different needs of our employees and identify priorities for improvement to help us nurture and retain a diverse group of talented people.

1. MOTIVATE: We have a strategy that will motivate and enable our organisation to create an inclusive workplace with improved opportunities for everyone, to help us achieve business success.

Self-Evaluation of Equal Opportunities

1.1 Commitment: Everyone engaged in delivering our business has a shared understanding of the importance of creating an inclusive workplace with improved opportunities for everyone and their role and responsibilities in achieving this goal.

Base Provision

We have established why an inclusive workplace with improved opportunities for everyone is important for our organisation.

Guide to Evidence

Policy

There will be a policy stating the organisation's commitment to creating an inclusive workplace. (See S1.3)

Senior Decision Makers

There is not a great deal of discussion amongst senior decision makers of the issues associated with creating an inclusive workplace at base level. There is a commitment and drive for action that comes from one or two senior decision makers. The drive tends to come from the need to meet legal requirements or from workforce needs and interests. Whatever the initial source, it is enough to bring the issue to the attention of senior decision makers.

All Staff

All staff will be made aware of their legal responsibilities in relation to workplace equality.

Medium Provision

There is a high level of commitment to and understanding, within our organisation, of why an inclusive workplace with improved opportunities for everyone is important and how it can help us achieve business success. Our employees know what they can, and should, do to help us achieve this.

Guide to Evidence

Policy

Often organisations will expand on a general policy statement of commitment to creating an inclusive workplace to also state the roles, responsibilities and expectations of employees in supporting this commitment

Senior Decision Makers

Senior decision makers have discussed the implications of equality and diversity and creating an inclusive workplace for their organisation. There is a good understanding of what the key issues are for the organisation in terms of race, gender and disability within their workforce. They have begun to develop a shared sense of understanding of why creating an inclusive workplace is important to the organisation. The factors motivating action and creating commitment might be linked to, for example: attracting & retaining the best talent; more effectively meeting customer needs; promoting innovation & creativity; meeting legal requirements.

Managers and All Staff

Having established how creating an inclusive workplace can support business success, the commitment, vision, strategy and goals are communicated throughout the organisation.

High Provision

There is a high level of commitment to and understanding, within our organisation, of why an inclusive workplace with improved opportunities for everyone is important and how it can help us achieve business success. Our employees know what they can, and should, do to help us achieve this. They have the skills, knowledge and resources they need to fulfil their role and responsibilities in this regard and are held formally accountable for doing so.

Guide to Evidence

Senior Decision Makers

At Medium provision, senior decision-makers take a strategic and leadership approach to creating an inclusive workplace. Having explored general business case arguments for why it is important, and having established what the key issues are for the organisation in terms of race, gender and disability, they clearly link the creation of an inclusive workplace to the achievement of the organisation's strategic objectives. For example, the need to attract the best talent from diverse backgrounds might be linked to closing a skills gap or supporting a strategy for growth. Increasing the diversity of people from different backgrounds in key roles might be linked to more effectively responding to changing audience / listener demographics or gaining greater market share. Increasing flexible work practices might be linked to retaining talent.

All senior decision makers are collectively responsible for ensuring progress is made in creating an inclusive organisation. For example, some organisations formally link part of their senior decision makers' bonus to achieving progress on this agenda.

Managers and All Staff

Organisations have built or are building responsibility for creating an inclusive organisation into every employee's performance goals. The performance management / appraisal process might include discussion of their personal goals to support the organisation's vision for an inclusive organisation and a review of the action they have taken on this.

News about the action being taken and the progress being made in creating an inclusive organisation are regularly communicated to all staff.

1. MOTIVATE: We have a strategy that will motivate and enable our organisation to create an inclusive workplace with improved opportunities for everyone, to help us achieve business success.

Self-Evaluation of Equal Opportunities

1.2 Leadership: Senior decision-makers lead and are account able for creating an inclusive workplace that supports business performance.

Base Provision

We have some plans in place to help us create an inclusive workplace with improved opportunities for everyone.

Guide to Evidence

Policy

Some plans are in place to help create an inclusive workplace. These might, for example, be a plan to advertise roles more widely or offer work placements to groups that are under-represented in the organisation.

Medium Provision

We are aware of our current strengths and weaknesses in creating an inclusive workplace with improved opportunities for everyone. We have identified a set of priorities for improvement and have a plan in place to achieve them. We regularly report on progress to our senior decision-makers.

Guide to Evidence

Policy

Progress towards becoming an inclusive organisation is reported on internally.

Senior Decision Makers

Both qualitative and quantitative information is drawn on to establish the priority areas for action in working towards creating an inclusive organisation. These might include, for example: the results of consultations with employees; analysis of employee survey results by different employee groups; statistical monitoring of internal employee data; benchmarking progress and best practice with other organisation; review of changes and development in the external environment such as social, demographic, legal and economic changes.

From this information, a clear set of goals and supporting action plans are developed to support the organisation in creating an inclusive workplace.

Progress towards achieving the goals in creating an inclusive organisation are regularly reported on to senior decision makers.

Many organisations appoint one or more senior decision makers as a 'Champion'. They have specific responsibility for ensuring progress in creating an inclusive organisation and often speak about aspirations and progress within and outside the organisation.

Managers and All Staff

The goals and plans for creating an inclusive organisation cover all departments or each department has developed its own plan that supports the overall strategy.

High Provision

We are aware of our current strengths and weaknesses in creating an inclusive workplace with improved opportunities for everyone. We have identified a set of priorities for improvement and have a strategy to achieve them, which is linked to our core business strategy and plan. Our senior decision-makers share accountability for ensuring that the strategy is implemented effectively and achieves the desired results. Senior decision-makers regularly communicate internally and externally on our progress, future priorities and plans.

Guide to Evidence

Policy

The organisation publicly reports on its progress towards becoming an inclusive organisation.

Senior Decision Makers

Whilst an organisation might still have 'Champions' amongst its senior decision makers, it will be clear that there is collective responsibility at this level for ensuring progress in creating an inclusive workplace. Senior decision makers will consider equality and diversity issues in their strategy and decision making activities, for example. They also tend to be confident in inspiring staff to support the strategy and their own actions in supporting the strategy will be clear to everyone. They will be concerned with the results being achieved in creating an inclusive organisation and regularly evaluate these.

1. MOTIVATE: We have a strategy that will motivate and enable our organisation to create an inclusive workplace with improved opportunities for everyone, to help us achieve business success.

Self-Evaluation of Equal Opportunities

1.3 Policies and Resources: Clear policies are in place to underpin our strategy for an inclusive workplace with improved opportunities for everyone. We have the necessary resources to realise these policies and objectives.

Base Provision

We have an overall policy in place to support our commitment to achieving an inclusive workplace with improved opportunities for everyone.

Guide to Evidence

Policy

A policy statement is issued at this level which sets out the organisation's commitment to equality, diversity and creating an inclusive workplace

Medium Provision

We have a set of policies, standards and guidance, which supports our plans in creating an inclusive workplace with improved opportunities for everyone. We draw on the expertise we need to help us achieve this goal.

Guide to Evidence

Policy and Senior Decision Makers

An organisation at Medium provision will set out in policies and/or standards and guidance how it considers issues of equality and diversity in all areas of employment.

High Provision

We have a set of policies, standards and guidance, which supports our strategy to create an inclusive workplace with improved opportunities for everyone. We draw on the expertise we need to help us achieve this goal. The necessary resources are allocated to ensure that the strategy and policies are successfully implemented across all departments.

Guide to Evidence

Senior Decision Makers

Senior decision makers ensure that appropriate budgets and human resources are in place to support the organisation implementing its policies and achieving its strategy and goals in creating an inclusive organisation. These resources may be part of existing departmental budgets or a separate specific budget for this work.

All Staff

At this level an organisation has often identified an individual, team or external experts who help to guide them in achieving their strategy and goals in creating an inclusive organisation.

2. ACT: We take action to create an inclusive workplace and improve opportunities for everyone.

Self-Evaluation of Equal Opportunities

2.1 Recruitment: We recruit fairly; attracting and appointing the best talent from a diverse pool.

Base Provision

We favour open competition for jobs – internally and / or externally – to ensure we recruit the best talent from a diverse pool.

Guide to Evidence

Senior Decision Makers

There is a commitment to open advertising of jobs, where appropriate, to recruiting a diverse workforce and to appointing on merit rather than who you know.

Medium Provision

We favour open competition for jobs – internally and / or externally – to ensure we recruit the best talent from a diverse pool. We regularly review and check our recruitment and selection procedures to ensure that they are free from bias do not contain any unnecessary criteria and do not discriminate.

Guide to Evidence

Policy and Senior Decision Makers

Organisations at Medium provision begin to be more proactive in seeking to attract a diverse workforce. Actions might include, for example: telling prospective applicants about their commitment to creating an inclusive organisation; using a range of methods to attract applicants from diverse backgrounds; checking that job descriptions and person specifications do not discriminate or contain any unnecessary criteria; ensuring that the recruitment process is free from bias and discrimination.

High Provision

We favour open competition for jobs – internally and / or externally – to ensure we recruit the best talent from a diverse pool. We regularly review and check our recruitment and selection procedures to ensure that they are free from bias do not contain any unnecessary criteria and do not discriminate. We actively seek out and encourage applications from groups that are under-represented in the occupations for which we are recruiting. We ensure that everyone involved in the recruitment and selection process has the skills and knowledge they need to avoid bias and discrimination.

Guide to Evidence

Senior Decision Makers

Senior decision-makers take action to ensure that the organisation recruits suitably qualified staff from diverse backgrounds and that recruitment consultants or temp agencies acting on their behalf work to the same standard.

All Staff

Everyone involved with recruitment decisions understands their legal obligations in ensuring equality and is given guidance / support / training to help ensure the process is free from bias (which can often be unconscious) and discrimination.

2. ACT: We take action to create an inclusive workplace and improve opportunities for everyone.

Self-Evaluation of Equal Opportunities

2.2 Development: We identify and remove any barriers to individual development, succession and reward so that all our employees can realise their full potential and are fairly

Base Provision

All our employees have access to professional training and development opportunities and are encouraged to reach their full potential.

Guide to Evidence

Senior Decision Makers

Senior decision-makers clearly communicate the value to their organisation of developing and promoting talent from a range of diverse backgrounds.

Managers

At this level, an organisation uses the regular employee review and appraisal process to identify development needs and discuss career plans with staff.

Medium Provision

All our employees have access to professional training and development opportunities and are encouraged to reach their full potential. We ensure that everyone involved with training, development and promotion knows how to avoid bias and discrimination. We are committed to a system of equal pay and rewards for work of equal value for all our employees.

Guide to Evidence

Policy

There is a commitment to operating a system of equal pay for work of equal value.

Senior Decision Makers and Managers

Everyone involved with managing performance and succession planning understands and knows how to avoid bias (often unconscious) and discrimination. This will be achieved through guidance and/or training.

Checks are also made to ensure there is no discrimination in the awarding of employee benefits such as bonuses, pensions, parental leave, insurance, healthcare etc.

High Provision

All our employees have access to professional training and development opportunities and are encouraged to reach their full potential. We ensure that everyone involved with training, development, promotion and succession planning knows how to avoid bias and discrimination and is able to respond to the diverse needs and aspirations of individual employees. We are committed to a system of equal pay and rewards for work of equal value for all our employees. We make changes where appropriate to ensure that a diverse group of people from different backgrounds are encouraged to enter, and are represented across, a range of occupations, hierarchies and jobs.

Guide to Evidence

Policy

Development activities, such as mentoring or training programmes, might be offered to help realise the potential of under-represented groups in specific occupations or at particular levels of the organisation.

At this level an organisation is likely to conduct its own equal pay audit on a regular basis and make provision for addressing any issues found.

Senior Decision Makers and Managers

Senior decision makers take responsibility for ensuring that their organisation is developing a diverse workforce. They do this by regularly evaluating progress being made.

Senior decision makers and managers will support the development of a diverse workforce by, for example, mentoring talent from diverse backgrounds and being role models in helping to inspire employees from diverse backgrounds to reach their full potential.

2. ACT: We take action to create an inclusive workplace and improve opportunities for everyone.

Self-Evaluation of Equal Opportunities

2.3 Retention: We take appropriate steps to accommodate the different needs of our employees to help us nurture and retain talented people from all backgrounds.rewarded within our workplace.

Base Provision

We are committed to meeting the varying and changing needs of our employees to help ensure they are able to continue to work and develop within our organisation. We ensure that no-one is subject to discrimination as a result of redundancy programmes.

Guide to Evidence

Senior Decision Makers

An organisation at the base level will check to ensure that its workplace is accessible. This includes the physical environment (e.g. access to buildings, loop systems), as well as technology and equipment. It also includes safety and emergency procedures (e.g. in lifts and evacuation procedures); procedures and behaviours expected from front line staff. The organisation has a commitment to meeting, where appropriate, employees' needs for flexible working.

Medium Provision

We take action to ensure that our organisation – its environment and practices are inclusive and encourage employees from under-represented groups to remain. We also ensure that systems are in place to identify and act on any practices that may be discriminatory or non-inclusive.

Guide to Evidence

Policy, Managers and All Staff

Action is taken to ensure that communications are available in, if necessary, alternative accessible formats (e.g. large print).

There is a policy and/or procedure/guidance in place for requesting and responding to requests for reasonable adjustments and alternative / flexible working arrangements.

Provision is also made to develop employee behaviours and encourage actions that support an inclusive organisation, through, for example, training, on-line resources; employee networks etc.

Senior Decision Makers and Managers

Redundancy procedures and decision are reviewed to ensure there is no bias or discrimination.

High Provision

We have the necessary policies, procedures and resources in place to ensure that we do not discriminate and can be quick to respond, where possible, to the varying and changing needs of our employees. We do this to ensure that we can nurture and retain talented people from all backgrounds. We also ensure that we are sensitive to the needs of individual employees and that no one is subject to discrimination as a result of re-organisation or redundancy programmes.

Guide to Evidence

Senior Decision Makers, Managers and All Staff

Action is taken (e.g. through training or guidance) to ensure that everyone understands how to create an inclusive organisation; whether this is concerned with, for example, finance, production, commissioning, policy design or human resource management.

3. EVALUATE: We evaluate the success of our actions to create an inclusive workplace and improve opportunities for everyone, to check that they are effective. We consider inclusion and diversity in our planning for the future to ensure continuous business performance improvement.

Self-Evaluation of Equal Opportunities

3.1 Recruitment: We monitor our success in recruiting a diverse workforce and identify priorities for improvement.

Base Provision

We monitor the identity groups of the people we recruit and use this data to check our progress in recruiting a diverse workforce.

Guide to Evidence

Policy

The organisation requires job applicants to complete a detachable monitoring sheet which asks them to declare their race, gender and any disability. This is removed from any documentation in the recruitment process but is used in monitoring the progress the organisation is making in recruiting talent from diverse backgrounds.

Medium Provision

We monitor the identity groups of all job applicants and those we finally appoint. We use this data to evaluate our progress in recruiting a diverse workforce and identify any changes needed in our approach to recruitment.

Guide to Evidence

Policy and Senior Decision Makers

The monitoring data collected from job applicants is used to track their progress at each stage of the recruitment process. The evaluation process is used to help identify changes that will further improve opportunities for recruiting talent from diverse backgrounds.

High Provision

We monitor the identity groups of all job applicants and their progress through each stage of the recruitment process to final appointment. We use this information to help us identify where barriers to employment for different groups might exist and identify the actions needed to remove them. We evaluate the impact of our actions and those of our recruitment agencies and Consultants to attract applications from under-represented groups. We regularly report on our progress in recruiting a diverse workforce and make recommendations for priority areas for action to our senior decision-makers.

Guide to Evidence

Senior Decision Makers

Senior decision makers will regularly evaluate the organisation's progress in recruiting a diverse workforce, including the performance of its recruitment agencies. They will also evaluate the effectiveness of specific actions being taken to increase diversity and, where appropriate, initiate new / further action.

3. EVALUATE: We evaluate the success of our actions to create an inclusive workplace and improve opportunities for everyone, to check that they are effective. We consider inclusion and diversity in our planning for the future to ensure continuous business performance improvement.

Self-Evaluation of Equal Opportunities

3.2 Development: We track the development of our employees and monitor how we reward them, comparing the experiences of people from different backgrounds, and identifying priorities for improvement.

Base Provision

We monitor the identity groups of all our employees and cross-reference this information against their role / occupation and hierarchical level.

Guide to Evidence

Senior Decision Makers

Senior decision makers regularly evaluate the representation of diverse employees in their organisation by occupation/role and hierarchical level.

Medium Provision

We regularly monitor and compare the career progress achieved and the rewards and benefits received by employees from different identity groups. We report the results to senior decision-makers and use the information to establish future priorities to ensure employees from all backgrounds are able to realise their full potential within our organisation.

Guide to Evidence

Managers

At Medium provision managers are asked to monitor how employees from different identity groups are developing e.g. what training they have undertaken, whether they are in line for a move to a more senior / career enhancing role and how they have performed in their appraisal / reviews. Reports are prepared on the results of this for senior decision makers.

High Provision

We regularly monitor the diversity represented within our succession plans and compare the take-up of training and development and the career progress achieved by employees from different identity groups. We check to ensure that there are no formal or informal barriers to employees from different groups realising their full potential within our organisation. We evaluate the impact of the actions we have taken to encourage the career development of employees from under-represented groups. We test that there are no unfair differences in the rewards and benefits employees from different groups receive and take action to remedy this, should differences be found. We regularly report the findings of these evaluations to senior decision-makers and recommend actions that will help to continuously improve performance.

Guide to Evidence

Senior Decision Makers

Senior decision makers will use a range of information to help them evaluate the success of their organisation in creating a diverse and inclusive workplace where everyone is able to reach their full potential. In addition to the monitoring reports referred to in Base and Medium provision levels, senior decision makers will be interested in other indicators, including, for example: the results of employee surveys / staff consultations by different identity groups; promotion rates by identity groups, pay and benefits by identity groups. They will use this information to establish where different / new action needs to be taken. They will also consider the extent to which the organisation's performance on developing diverse employees is meeting its needs in supporting strategic objectives.

3. EVALUATE: We evaluate the success of our actions to create an inclusive workplace and improve opportunities for everyone, to check that they are effective. We consider inclusion and diversity in our planning for the future to ensure continuous business performance improvement.

Self-Evaluation of Equal Opportunities

3.3 Retention: We check how successfully our actions meet the different needs of our employees and identify priorities for improvement to help us nurture and retain a diverse group of talented people.

Base Provision

We monitor the identity groups of all employees who leave our organisation.

Guide to Evidence

Senior Decision Makers and Managers

Data is kept and provided to senior decision makers on the identity groups of all leavers.

Medium Provision

We monitor and compare the identity groups of all employees who leave our organisation and keep information on their reasons for leaving. We use this information to identify actions needed to further help retain and nurture talented employees from diverse backgrounds.

Guide to Evidence

Senior Decision Makers and Managers

Exit interviews are conducted for all leavers and reasons for leaving are cross referenced by the employee's identity group(s). In addition, any reasons for leaving which are related to issues of diversity are highlighted.

High Provision

We monitor and compare the identity groups of all employees who leave our organisation and identify any diversity-related reasons for leaving. We assess whether employees from different identity groups are over-represented in any redundancy programmes. We regularly check whether our actions to meet the differing needs of employees are made quickly enough and are effective in nurturing and retaining talented employees from diverse backgrounds. We report any issues for concern and any successes to senior decision-makers, recommending priorities for action from this analysis.

Guide to Evidence

Senior Decision Makers

Senior decision makers will use a range of information and reports to evaluate the organisation's success in creating an inclusive organisation that works to retain and support talent from diverse backgrounds. In addition to the reports referred to under Medium provision, this will include information on, for example, maternity and long term sickness return rates; number of requests and success in meeting reasonable adjustments; absence rates and costs (e.g. stress related). Where redundancy programmes are being undertaken, senior decision makers will also evaluate the success of the organisation in retaining a diverse workforce following these events. They will use this information to establish where different / new action needs to be taken. They will also consider the extent to which the organisation's performance on retaining / supporting diverse employees is meeting its needs in supporting strategic objectives.