

## A skilled and committed workforce

<b>Developing</b> Understanding the importance of equality	<b>Achieving</b> Delivering better outcomes	<b>Excellent</b> Making a difference
<b>Workforce planning</b>		
1.23 The organisation's workforce planning strategy identifies key equality issues.	2.23 The equality aspects of the workforce planning strategy are implemented and monitored.	3.23 A range of innovative processes are in place which address equality issues for the whole workforce.
<b>A more representative workforce</b>		
1.24 The organisation understands its local labour market and the barriers faced in terms of the protected characteristics and the impact this has on achieving a diverse workforce.	2.24 Employment objectives have been set based on internal monitoring, staff consultation and the assessment of the local labour market and barriers. Fair recruitment policies and procedures are being followed, making use of positive action where appropriate.	3.24 The organisation can demonstrate significant progress towards greater equality in its workforce profile.
<b>Workforce monitoring</b>		
1.25 The organisation has in place systems for collecting equality data covering applications, staff in post and other key aspects of its HR work.	2.25 The organisation regularly monitors, analyses and publishes employment data, to fulfill its statutory duties.	3.25 The organisation acts promptly to redress adverse trends identified from the monitoring and analysis of employment data
<b>Equality Analysis of HR policies and procedures</b>		
1.26 The organisation ensures that all employment procedures comply with equality legislation and has a framework for conducting an equality analysis on major and new employment policies.	2.26 An equality analysis is conducted for all new and existing employment policies and procedures. Regular reviews are undertaken to update policies and procedures in line with updates in equality legislation and relevant codes of practice.	3.26 The organisation can demonstrate that staff have equal opportunity to develop potential.
<b>Staff engagement</b>		
1.27 A range of relevant, inclusive structures are in place to engage and involve staff before priorities are set.	2.27 Staff are engaged positively in service transformation and in developing new roles and ways of working.	3.27 The organisation has high satisfaction levels across all staff groups.
<b>Promoting a positive working environment</b>		
1.28 Structures are in place to identify the needs of employees and to provide a good work life balance .Inclusive	2.28 Regular improvements are made to the working environment and staff are regularly taking up the work life balance opportunities	3.28 Staff say that the organisation is a fair place to work, that it provides an inclusive working environment and a good work life

	provided.	balance.
<b>Equal Pay review and occupational segregation</b>		
1.29 The organisation has made a commitment to equal pay and has plans to address occupational segregation where this occurs.	2.29 The organisation has made significant progress on redressing barriers to equal pay including occupational segregation	3.29 The organisation can demonstrate that it has made progress towards equal pay, and has tackled occupational segregation
<b>Harassment and bullying</b>		
1.30 Structures are in place to identify, prevent and deal effectively with all types of harassment and bullying in the workplace	2.30 Harassment and bullying incidents are monitored and analysed regularly. Appropriate action is taken to address the issues that have been identified. Training is provided for managers on handling grievances/disciplines/tackling bullying and harassment in the workplace	3.30 Harassment and bullying at work are dealt with effectively and staff say that they are treated with dignity and respect.
<b>Appraisals and performance review</b>		
1.31 Equality issues are integrated into performance review and appraisal systems.	2.31 All employees receive appraisals and are equality and diversity objectives are agreed as part of this process.	3.31 There is strong evidence of outcomes from individuals' appraisals and performance reviews
<b>Learning and development</b>		
1.32 The organisation has completed individual training needs assessment of the learning and development required by employees to deliver equality outcomes.	2.32 The organisation provides all employees with learning and development opportunities	3.32 The organisation can demonstrate it has knowledgeable and well-trained staff who are better equipped to meet the diverse needs of the local community.

<b>Questions to ask in self assessment for A skilled and committed workforce – 'Developing' organisation</b>	<b>Questions to ask in self assessment for A skilled and committed workforce – 'Achieving' organisation</b>	<b>Questions to ask in self assessment for A skilled and committed workforce – 'Excellent' organisation</b>
<ul style="list-style-type: none"> <li>Does our workforce planning strategy include equality and diversity considerations?</li> <li>What do we know about the local labour market and participation in that market by people with different protected characteristics?</li> <li>How do we ensure that we keep up to date with employment legislation and good</li> </ul>	<ul style="list-style-type: none"> <li>Have we implemented the equality and diversity objectives in our workforce planning strategy?</li> <li>Have they been effective?</li> <li>Have we set workforce targets based on what we know about the local labour market?</li> <li>Have we reviewed our human resources related policies and procedures to ensure</li> </ul>	<ul style="list-style-type: none"> <li>Are we making progress in achieving our workforce targets?</li> <li>Have we taken appropriate action in the light of the monitoring we undertake of our recruitment and selection processes?</li> <li>Are we monitoring to check that all our staff have similar opportunities to develop their potential if they wish?</li> <li>Can you demonstrate progress towards</li> </ul>

<p>equalities related practice?</p> <ul style="list-style-type: none"> <li>• Do our recruitment and selection policy and procedures highlight equality related considerations?</li> <li>• Do we have plans to ensure that only staff trained in fair recruitment methods can sit on our recruitment panels?</li> <li>• Have we included employment and HR policies in our programme of equality analyses?</li> <li>• Have we committed ourselves to ensure we provide equal pay and tackling occupational segregation where this occurs?</li> <li>• Have we assessed the training needs of staff to equip them to carry out our equality commitments?</li> <li>• The organisation has started to undertake work on health and wellbeing on staff?</li> <li>• How do we identify and tackle bullying and harassment in the workplace?</li> <li>• How do we incorporate our equality aims into the appraisal process?</li> <li>• How do we consult and engage with staff to set priorities and shape the service?</li> <li>• How do we ensure that all staff have the opportunity to be involved in this consultation and engagement?</li> <li>•</li> </ul>	<p>they comply with the requirements of Equality Act 2010 and good practice?</p> <ul style="list-style-type: none"> <li>• Are we monitoring key stages in the recruitment and selection process to see whether we are attracting, short-listing and appointing candidates in line with our workforce targets?</li> <li>• Do we check that only staff trained in fair recruitment sit on our recruitment panels?</li> <li>• Have we completed equality analyses of our employment and HR policies and taken action in the light of their findings?</li> <li>• Have we identified equal pay and occupational segregation issues and have in place plans to address them??</li> <li>• Have we met the training needs of staff to equip them to carry out our equality commitments?</li> <li>• Are we monitoring the effectiveness of the measures we have adopted to tackle and prevent bullying and harassment in the workplace?</li> <li>• What action have we taken in the light of this monitoring?</li> <li>• The organisation can demonstrate a number of health and wellbeing activities that have /had a positive impact on the workforce</li> <li>• Have we reviewed the last round of our appraisals to determine whether we are incorporating our equality related commitments effectively?</li> <li>• How have staff helped to set priorities and shape the service?</li> </ul>	<p>addressing equal pay issues and occupational segregation and begun to implement its recommendations?</p> <ul style="list-style-type: none"> <li>• Do all our staff think we are providing a safe and secure working environment?</li> <li>• Do all our staff think we are a good and fair employer?</li> <li>• Do staff feel they are treated with dignity and respect at work?</li> <li>• Can the organisation can demonstrate improvements in the health and wellbeing of staff?</li> <li>• How do you ensure that reasonable adjustments are provided to staff, and that any emerging needs are met?</li> </ul>
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