

West Midlands Police WEI Consultancy Feedback

Option 7: The Employee Lifecycle:

2.1 When advertising for external appointments, how does the organisation attract LGBT talent?

Responses Selected:

B. Include a statement around valuing diversity, explicitly inclusive of LGBT people, in all job packs and pages (bronze award requirement)

C. Include information about your LGBT employee network group or LGBT inclusion activities in all job packs and pages

Feedback:

- Brilliant statement on your D&I section of your recruitment site, clearly putting across a strong message of inclusion from the organisation regardless of identity, with strong mention of multiple protected characteristics including sexual orientation (SO) and gender identity (GI) which is exactly the type of thing we are looking for here!
- My only recommendation would be to, in the first instance of mentioning LGBTQ identities or BAME identities, break down the acronyms to ensure that everyone who visits the page will have a clear understanding of your inclusion, as not everyone will know what all the letters in LGBTQ and BAME stand for – if including the term ‘queer’ I would recommend including a ‘disclaimer’ of sorts to explain that the term ‘queer’ is a very personal one as for some people within the LGBTQ+ community it is still perceived as received as offensive, whilst for others it is used from a point of reclamation and power
- Overall great webpage with clear and strong messages of inclusion from your organisation, and clear mention of the network group as well
- For the official WEI submission I recommend adding some more written info into the description
- In addition, option A of this question covers advertising for roles externally – it would be great to see your work in this area too in the WEI submission – the type of work we have seen to be effective in this area includes:
 - Explicitly inclusive language in job adverts, such as mention of LGBT (broken down) and/or SO GI makes it clear to potential applicants that they are welcome regardless of their SO and GI. (of course explicit mention of all protected characteristics would be the best practice and most inclusive route to take as you have done on your recruitment page – I would also recommend including the statement from the recruitment D&I page: ‘In short, we welcome applications from all communities and underrepresented groups, regardless of race, sexual orientation, disability, faith, age and gender’)
 - Advertising on LGBT+ specific recruitment sites (such as Proud Employers)
 - Advertising at LGBT+/Diversity specific websites, fairs, events (in times where we can all meet in person of course – if you have any event/fair etc. that you have in place each year (aside of course from 2020 so far) where you do advertise/promote jobs as being LGBT+ inclusive then it would be good to mention that too, however only if it is standard practice and guaranteed to continue once it can again

2.2 Does the organisation provide guidance or training for all employees with recruitment responsibilities on how to carry out inclusive recruitment?

Feedback:

- Great to see some examples that cover gender identity within your evidence – really great to see work being done on stop and search protocol regarding gender
- We are looking to see specific training or resources on inclusive recruitment practice that is specifically applicable to anyone involved in recruitment, specifically covering LGBT recruitment (as well as any relevant inclusive recruitment information and support for all protected characteristics and under represented identities). This should be available to everyone such as those who post job vacancies, shortlist candidates and sit on interview panels.
- LGBT inclusive content, for example case studies, of reducing bias and discrimination in the recruitment process – these examples can include intersecting identities (encouraged where possible)
- We're not necessarily looking to see a case study/example for each identity under the LGBT+ umbrella, but just clear case studies/examples in recruitment specific training that cover SO and GI – relating to things like unconscious bias, appropriate language etc.
- Great to see that the current self-learning video training is compulsory as this means you can ensure that all staff will take part – for recruitment specific training we are looking to see how you ensure that all staff involved in recruitment are guaranteed to have had this training, and so if it is compulsory for all involved in the recruitment process then that would be perfect
- The content can be from online training, e-learning and face-to-face training, guidance, toolkit, or combination of them – we are just looking to see that you have consistent, inclusive, recruitment specific training that is run systematically in a way that ensures that everyone involved in any recruitment processes has completed the training

2.3 What information does the organisation supply to all new employees (external appointments) when being inducted into the organisation?

Responses Selected:

- A. Explicit message on the organisation's commitment to LGBT inclusion (bronze award requirement)
- B. Information on the LGBT employee network or allies programme/initiative
- C. Information on relevant policies and the organisation's commitment to ensuring they are LGBT inclusive

Feedback:

- Whilst the inductions might be different per role it would be great to see a detailed description of how the explicit message on inclusion is conveyed and who it comes from (is it from a senior member of staff? Is it written? Is it face-to-face? Is it in video format? Etc.) Would also be great to see a version of this in the evidence
- Same as above with the network group information – I know from your recruitment page that you have a strong inclusive statement and clear information on the network group and so feel I can safely assume that you have the same in your inductions, however the marker for

your WEI submission will need a description of what it looks like in the induction process, with evidence to back it up – even if this differs per role, evidence of one version would be great to see, and then in the description make it clear that it is delivered differently depending on the role however the message and information remains the same and is disseminated to all new starters through their inductions

- The same goes for informing new starters on policies and the organisation's commitment to being inclusive – how are new starters made aware of policies, where to find them, what policies there are and how inclusive they are? Is this in an induction pack or face to face (digitally at the moment of course)? Is this part of the formal induction process for all different roles?
- General:
 - Messages and content should reach all employees through the induction process, whatever that looks like for you. For example, through induction guides, events or resources
 - 2.3A – messages must be explicit on lesbian, gay, bi, trans and non-binary inclusion. Message can be from a senior leader or unauthored. Evidence can be from whatever format is most suitable from the organisation's induction process
 - 2.3B – materials should sign-post new employees to the network group/allies programme or initiative
 - 2.3C – materials should explicitly state that policies are LGBT inclusive (as opposed to just providing a list of policies to read)

2.4 Does the organisation enable non-binary employees to have their identities recognised on all employee-facing workplace systems?

Feedback:

- Great to see that you are introducing gender neutral pronoun and title options to your system – when referring to pronouns best practice would be to simply call them pronouns rather than preferred pronouns
- Brilliant to see that you are able to allow multiple passcards for anyone who may identify in varying ways with potentially varying names, pronouns and gender markers and titles!!
- For the WEI submission I recommend given a slightly more detailed description – perhaps some info on whether employees can update this info themselves, how they know that they are able to, etc. Can employees update their own names, gender markers, titles etc? If they can't do it themselves is it made clear to all staff how they can get it done for them?

2.5 Does the organisation provide all-employee training on compliance with its discrimination, bullying and harassment policies, including the following:

- A. Organisational policy and legislation (bronze award requirement)
- B. Examples of biphobic, homophobic and transphobic discrimination, bullying and harassment
- C. Examples of discrimination, bullying and harassment against employees on multiple bases
- D. How to challenge biphobic, homophobic and transphobic discrimination, bullying and harassment
- E. How to report biphobic, homophobic and transphobic discrimination, bullying and harassment

F. A clear route for feeding back on the inclusion or representation of employees' identities in the training

Feedback:

- This question is looking to see whether you have any training for new starters on the organisation's stance on discrimination, bullying and harassment – this ensures that all new starters will have undergone bullying and harassment training and also have a comprehensive understanding of the organisations policies on bullying and harassment
- Best practice would be to signpost policies as an integral part of a new starter's learning and for the organisation to provide some sort of training whether in person, digitally or by video/online means
- Effective training of any format would include examples of different types of BDH covering different identities and characteristics in order to really clarify to all employees what BDH could look like, and highlight that it can happen more often to people with protected characteristics – explicitly inclusive language is always encouraged – mentioning SO and GI is necessary for a bronze award here
- Should include the basics of the Equality Act, explanations of BDH and also how the organisation brings the policy/s to life (how they're implemented, upheld etc.
- By introducing this training to your new starters' inductions you are ensuring that everyone who enters the organisation has had the training, meaning that when it comes to responding to the percentage of employees who have completed the training you will be able to give a strong estimation
- Overall for this question, beyond the bronze, we are looking for:
 - o B: at least one accurate example of biphobia, homophobia and transphobia each
 - C: at least one example of discrimination against an LGBT person on the basis of multiple identities e.g against LGBT people of faith or against LGBT dis/abled people, or LGBT people also experiencing sexism
 - D: at least one example of how to challenge discrimination, bullying and harassment that is related to biphobia, homophobia and transphobia. B must be awarded for this.
 - o Remember that examples can have multiple identities attached to them – see example 16 in this bullying and harassment policy statement
 - E: clear reporting routes for discrimination, bullying and harassment in the workplace that clearly includes LGBT discrimination
 - DE: These sections may not be explicit on LGBT identities alone, but in the context of the whole training evidenced, this may be clear and awarded for
 - F: an explicit chance and route for employees to feedback on identity and representation in any training. This could be about content or delivery (e.g. lack of representation at a training conference). This could be a question on feedback forms or routes to feedback through staff networks. This could be for any training not just diversity and inclusion training e.g. feedback on training for service delivery or customer service or recruitment

2.6 In the past year, which of the following messages have appeared in internal communications to all employees? Tick all that apply.

- A. Information about LGBT identities and experiences (bronze award requirement)
- B. Information about bi identities and experiences (bronze award requirement)
- C. Information about trans identities and experiences (bronze award requirement)
- D. Information about non-binary identities and experiences (bronze award requirement)
- E. Information about the LGBT Employee Network Group and/or allies activity

Feedback:

- Great to see a range of posts and events shared on the staff intranet space to raise awareness – one thing we are looking for when asking about specific identities is that there is a clear reference to those identities – for option A we would like to see clear reference to being LGBT as ‘coming out’ does not necessarily clarify to everyone what the person is referring to
- As part of the evidence uploaded it would be helpful to your marker to understand where/how all staff are made aware of these posts on the intranet space – if possible the best thing to do would be to include some written information within one of the uploaded screenshots of evidence that explains how – do all staff have access to the intranet? Are all staff made aware of what’s being shared on the intranet through all-staff emails? What about staff who are not office based and are not required to spend regular time online/on the intranet/on their emails? How are you reaching them?
- We want to see that communications and messages are going out to all employees in all locations relating to the criteria listed. Needs to be clear in description that the comms reached all employees (for example if there’s a picture of a poster with a description and a clear statement that this is displayed in all locations – if information is posted on the organisation’s intranet then we would need to know about the active comms that make staff aware its be posted there, etc. [needs to be active communications])
- The communications have been sent in the past year – even if it is a post older than the last year that has been reshared with all staff
- E – we’re looking to see that the network group is actively promoting itself and its work to the organisation, ensuring that employees are aware of the group’s existence and activities, as well as knowing that they can get involved and how to do so
- G - Is a new question – we are looking for guidance, an explanation of what pronouns are, perhaps a link to a glossary of terms, any form of signposting, and for best practice clear communication on the importance of pronouns and ways to normalise the introduction and use of less commonly used pronouns
- One communication can be used as evidence for multiple questions if relevant and detailed enough

2.7. Does the organisation proactively recognise contributions to LGBT inclusion activity during employee performance appraisals?

Response: Yes

Feedback:

- Great to see that there are awards that include D&I contributions, and that colleagues can give recognition to others for inclusion work

- Brilliant that there is an area of reflection on contribution to workplace culture in appraisals – would be great to understand some more about this
- Ideally, we're looking for a formal part of the appraisal process which actively encourages and recognises all employees' contributions to LGBT inclusion activity (for example staff involvement in the staff network group, designing a leaflet, writing a blog)
- This could be in a form of a clear question in the appraisal form/ personal objectives.
- The question is about all employees and should not focus on individual job descriptions/ roles. (eg roles of D&I professional)
- The question can be phrased as a more generalized question to avoid excluding any employees not part of a network group, such as 'how in the last year have you demonstrated your commitment to diversity and inclusion?' etc. – would recommend however that there is a big push for employees to join an allies network group/forum that all staff are encouraged to join, that way even if an individual does not want to or does not feel they can join an identity specific network group they can still get actively involved in the organisation's diversity and inclusion work through an allies platform – this would be an allies platform for anyone who feels that they have the privilege and position to use in allyship for anyone else of an identity that is marginalized/discriminated again/underrepresented in society
- Important to remember that raising this question in the appraisal should be on the employer, not employee.

2.8 Does the organisation identify and act on any LGBT inclusion issues raised at exit interviews or on exit surveys?

Feedback:

- Great to see that your current exit process is under review
- Looking to see a formal exit interview, survey or process which gives leavers the opportunity to raise issues relating to discrimination (for example homophobia, biphobia and/or transphobia) they may have experienced or become aware of in the organisation.
- Answers should refer explicitly to LGBT inclusion in exit processes.
- We are looking for a process by which the organisation a) identifies and b) acts on, any LGBT issues raised through exit processes.
- It can be a general D&I questions as long as there's a clear process for monitoring and acting on issues raised, a question along the lines of 'Are there any reasons relating to diversity and inclusion that impacted your decision to leave the organisation?'

2.9 Does the organisation have a mental health or wellbeing strategy that explicitly addresses the needs of LGBT people?

Feedback:

- Great to see that there are numerous wellbeing support options offered to employees
- The ideal here would be to have a formal strategy that reflects the need for wellbeing and mental health support, and also reflects the need for tailored support to specific groups of people based on how society impacts their mental health because of how they identify (whether that is to do with their SO, GI, race, ethnicity etc)

- As this is unmarked question it would be great in your WEI submission to give more info and detail about the provisions on your wellbeing portal – have the services/support options been assessed for inclusivity, are there specific support mechanisms for different groups of people? Where you have used external providers have they been assessed?

2.10 When advertising for its apprenticeships, does the organisation run initiatives to specifically attract LGBT job seekers?

Feedback:

- In the same way that we look at how you advertise for paid roles, we are now interested in any work you are doing to ensure that your apprenticeships are inclusive of and attractive to anyone regardless of how they identify – as this is unscored it would be a great opportunity to think about images, inclusivity statements etc. in your apprenticeship advertising, and either implement changes where relevant, or discuss in the WEI submission the work you have recognised as needed to get there

Option 11: Monitoring

6.1 Does the organisation gather data on employee sexual orientation through diversity monitoring forms and/or systems?

Feedback:

- Great to see that you are able to accurately reflect the response rate for SO in your diversity monitoring – it would be great in the WEI submission to add an analysis report – if numbers are too low to reflect they can be blanked out and then describe in your description that this data is collected however response rates are too low to remain anonymous if represented in the analysis report
- It is important for the marker to see the questions and response options given to employees in order for them to score on your language and inclusivity – this can be copied into your description too
- We are looking to see that you are including a diverse range of SO options, eg.
 - Bi
 - Lesbian/gay
 - Heterosexual/straight
 - Prefer to self-describe
 - Prefer not to say
- When using bi as an umbrella term it can be helpful to include a definition so as to ensure that employees who identify with another term that falls under the bi umbrella, such as pansexual, understand which option is most relevant to their sexual orientation

6.2 Does the organisation gather data on employee gender, inclusive of non-binary identities, through diversity monitoring forms and/or systems?

Feedback:

- Great to see that there are plans to improve your GI question in your monitoring

- Best practice here would be to have a question on GI as well as a question specifically about trans identity, as well as within the GI options to include non-binary as an option, and not to have that under trans identity
- Question examples:
 - What is your gender identity?
 - Non-binary
 - Female
 - Male
 - Prefer to self-identify
 - Prefer not to say
 - Do you identify as Trans?
 - Yes
 - No
- Where information has to be collected in binary (for example for the HMRC) we recommend having that information collected as separate monitoring data

6.3 Does the organisation gather data on employee trans status through diversity monitoring forms and/or systems?

Feedback:

- As above, best practice includes a separate question on trans identity
- [This is a link to our monitoring toolkit](#) that covers the most recent best practice suggestions

6.4 Does the organisation monitor and analyse success rates from application to appointment across the following characteristics? Tick all that apply.

Feedback:

- Great to see that this analysis is being done – clearly a thorough process and brilliant that you are including trans applicants in this
- Best practice language would be to change ‘transgender’ to ‘trans’ for more inclusivity of non-binary identities
- If the language presented in the evidence for questions one and two of this section are not something we can score then you would not be able to receive a full score for this question even though the analysis is so thorough
- The above would not apply if of course the monitoring system and questions and options used for this analysis differ to the monitoring questions and options discussed in 6.1 and 6.2 – if this is the case you would need to clearly explain this and share the questions and response options in the description for this question
- Best practice:
 - The organisation has separately analysed and taken action specifically on the basis of monitoring bi identities
 - The organisation has separately analysed and taken action specifically on the basis of monitoring non-binary identities

- The organisation has separately analysed and taken action specifically on the basis of monitoring multiple marginalised LGBT identities, e.g., LGBT people of colour

6.5 Does the organisation monitor and analyse the number of employees at different pay grades across the following characteristics? Tick all that apply.

Feedback:

- Great to see that there is paygrade analysis being done – would strongly recommend expanding this to cover multiple identities in order to truly reflect the work that needs to be done across different paygrades and identities
- We are ideally looking for analysis of the spread of staff across different pay grades and levels within the organisation, cross-tabulated against orientation, gender identity (including non-binary gender) and trans status
- The reports or analysis attached demonstrate the analysis and spread across pay grades/levels (e.g. % level 1 and % level 2 etc)
- If there is too little data to analyse (and it says that in the report/analysis) marks can still be awarded
- Best practice:
 - The organisation has separately analysed and taken action specifically on the basis of monitoring bi identities
 - The organisation has separately analysed and taken action specifically on the basis of monitoring non-binary identities
 - The organisation has separately analysed and taken action specifically on the basis of monitoring multiple marginalised LGBT identities, e.g., LGBT people of colour

6.6 When running staff satisfaction surveys, does the organisation break down and analyse the satisfaction of employees by the following characteristics? Tick all that apply.

Feedback:

- Want to see that the organisation analyses the satisfaction of LGBT staff within their staff surveys
- We are ideally looking for analysis of the levels of satisfaction amongst staff in the organisation, cross-tabulated against orientation, gender identity (including non-binary gender) and trans status
- The reports or analysis attached demonstrate the analysis and spread across pay grades/levels (e.g. % of LGBT employees felt engaged etc)
- If there is too little data to analyse (and it says that in the report/analysis) marks can still be awarded
- Best practice:
 - The organisation has separately analysed and taken action specifically on the basis of monitoring bi identities
 - The organisation has separately analysed and taken action specifically on the basis of monitoring non-binary identities
 - The organisation has separately analysed and taken action specifically on the basis of monitoring multiple marginalised LGBT identities, e.g., LGBT people of colour

6.7 Which of the following activities has the organisation carried out in the last year to improve confidence in LGBT monitoring and boost declaration rates? Tick all that apply.

- A. Communicated why LGBT monitoring matters
- B. Provided information about confidentiality and data security
- C. Communicated how previous monitoring exercises have led to improvements
- D. Provided a definition of 'bi' that is explicitly inclusive of pan and queer identities
- E. Provided a definition of 'trans' that is explicitly inclusive of non-binary identities

Feedback:

- We are looking to see how you are encouraging employees to accurately respond to monitoring questions – this could be through written content/resources shared with all staff, feedback on actions based on monitoring information, etc.
- How do employees know that their information will be confidential and/or anonymous where necessary?
 - Reassuring employees that data is held confidentially
 - Explaining specific systems that protect data security
 - Reassuring employees against workplace-specific concerns about monitoring
 - Explaining how data is processed
- Do employees know what the data is used for?
- What we have seen as effective is:
 - Explaining why they support LGBT employees and how monitoring helps that
 - Explaining the benefits of monitoring for LGBT people
 - Explaining the benefits of LGBT monitoring for all employees
 - Promoting the uptake rate to encourage staff to take part (e.g., “79% of staff have already filled in the monitoring form!”)
 - Other communications that creates a positive impression of LGBT monitoring, or participation in LGBT monitoring
- Including definitions for identities is another effective way of ensuring accurate responses – as mentioned before, definitions for umbrella terms such as bi and trans can support this

6.8 For apprenticeships, does the organisation monitor and analyse success rates from application to appointment across the following characteristics? Tick all that apply.

Feedback:

- As before, we have introduced this unscored question to gain some insight into what different organisations are doing on their apprenticeship front, if anything, to improve LGBT inclusion
- Any current processes or plans for future processes would be great to include in the WEI submission this year

Option 12: Supply Chains

7.1 Before awarding a contract, does the organisation scrutinise the following in the tender process? Tick all that apply.

- A. Whether the potential supplier has a policy that explicitly bans discrimination, bullying and harassment based on sexual orientation and gender identity
- B. Whether the potential supplier monitors incidents of bullying and harassment based on sexual orientation and gender identity
- C. Whether the supplier has a transitioning at work policy
- D. Whether the potential supplier has a diversity and inclusion strategy

Feedback:

- This question is to encourage an assessment of all potential suppliers based on their D&I work ahead of approve or disproving contracts – best practice would be to avoid working with suppliers (where possible) unless they have inclusive policies and practices, or are happy to agree as part of their contract with you, to comply with your policies and practices and set a target to improve their own in line with that
- We're looking to see that:
 - 7.1A and C- The organisation clearly asking to see potential supplier's policies before a contract is awarded
 - 7.1B- The organisation clearly asking to see details of the process by which B&H is monitored by supplier before a contract is awarded.
 - 7.1D- The organisation clearly asking to see D&I strategy that's inclusive of SO and GI / LGBT identities
 - One way of scrutinizing may be through a PQQ for example (Pre-Qualifying Questionnaire)

7.2 When a potential supplier does not meet LGBT inclusion scrutiny, how does the organisation respond? Tick one option.

- A. By not awarding the contract
- B. By requiring improvements as a condition of contract

Feedback:

- As above, we want to understand more about your decision process based on D&I when it comes to awarding contracts and working with suppliers – we recognise that in some situations there are no options and you have to work with certain suppliers, and it is here that we are looking to see what you are doing to ensure that even in those situations the suppliers you are going to be working with recognise and are committed to improving their D&I in line with the work you are doing
- 7.2A- If not awarding a contract, organisations should be providing clear signposting to suppliers on how to improve, i.e by sharing their criteria.
- 7.2B- Clear evidence on how the organisation plans to hold supplier to account- for example, including clear tangible goals and timeframe for improvement within the contract itself.
- Best practice would outline clearly what will happen to contract if supplier does not implement improvements and also offer support/ signposting to training for suppliers

7.3 Once a contract is awarded, how does the organisation hold the supplier to account? Tick all that apply.

A. Include a broad diversity and inclusion slot in contract monitoring meetings, inclusive of LGBT issues

B. Monitor and analyse LGBT-related feedback on supplier

Feedback:

- This questions is looking at how the organisation holds existing suppliers to account
- Once the contracts are awarded, does the organisation have formal processes in place to hold the suppliers to account? Is this in the contract? Is it in the working strategy? How is this guaranteed?
- 7.3A – this does not have to be a specific slot for LGBT related issues, but should be inclusive of them, e.g. a D&I slot in contract monitoring meetings where they go through/report on all the protected characteristics and D&I work
- 7.3B – examples could include proactive feedback gathering from LGBT network groups/staff/service users/customers, or processes in place which capture LGBT related feedback through another mechanism

7.4 In the past year, how has the organisation engaged or collaborated with its suppliers? Tick all that apply.

A. Held joint LGBT diversity and inclusion training

B. Invited suppliers' employees to take part in LGBT employee network group events

C. Advised on LGBT inclusion initiatives

Feedback:

- This questions is looking at how the organisation has influenced/supported/engaged with suppliers' to improve and encourage LGBT inclusion
- We're looking for descriptions of proactive engagement and collaboration between the organisation and your contracted suppliers
- 7.4A – can either be literally having joint sessions where everyone is together, or sharing your training with the supplier/suppliers
- 7.4B – important thing is the invite, you can still be awarded if none of the suppliers' staff attend (can't force them...!) e.g. invitation to march in pride with the ENG, or to social events
- 7.4C – We want to see the organisation making proactive steps to advise your suppliers on LGBT inclusion initiatives. If it is for example a round table, we want to see how you led part of the conversation and what you contributed.
- Best practice would be for the organisation to carry out a range activities with a range of suppliers (and not just one or two)