

The Employee Lifecycle: Part 1

Section 2: The Employee Lifecycle

This section comprises of 9 questions and examines the employee lifecycle within the organisation; from attraction and recruitment through to development. The questions scrutinise how you engage and support employees throughout their journey in your workplace. This section is worth 13.5% of your total score.

Below each question you can see guidance on content and evidence. At any point, you may save and exit the form using the buttons at the bottom of the page.

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

Tick all that apply

GUIDANCE: This question examines the ways in which you attract external LGBT candidates to apply for roles within your organisation.

A. Advertise or recruit from LGBT/diversity websites/diversity recruitment fairs and events

B. Include a statement around valuing diversity, explicitly inclusive of LGBT people in job packs and pages

C. Supply potential applicants with information about your LGBT employee network group or LGBT inclusion activities

D. Other

Describe the evidence uploaded:

2.1A

COPFS advertise externally through the Proud Employers site. In the last year, we have advertised thirty campaigns. A number of adverts have been attached for you to view.

2.1B

This is a screenshot of our external careers page

2.1C

This is a screenshot from our careers page in which joining our LGBT network group is listed as one of the benefits of working in COPFS.

2.1D

Stonewall logo is on our external website

Upload evidence for option A

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/18636921/zijTrTL6iu/>

Upload evidence for option B

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/18636921/GEtvDDgsds/>

Upload evidence for option C

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/18636921/dLxg5a119S/>

Upload evidence for option D

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/18636921/HkyejsfUBi/>

2.2 What percentage of employees with recruitment responsibilities have been trained on reducing bias and discrimination towards LGBT people in the recruitment cycle?

Select the completion rate for the training

GUIDANCE: The training should reach as many employees who recruit as possible. Training content should explicitly mention examples of discrimination and bias towards LGBT people. Content should also include the steps recruiters can take in eliminating this discrimination and bias. Examples of content you could upload are case studies, e-learning screenshots or PowerPoint presentations.

A. 76 – 100 per cent

Describe the department or team who deal with recruitment and how you estimate training completion rates:	Following recent changes in personnel within the Recruitment team, we revisited the training and ensured that all new HR Managers were trained on this subject. The facilitator confirmed that all managers attended, making this 100%
Describe the format of the training and the content you have uploaded:	The training was delivered by one of our Senior Business Managers - and was delivered from the perspective of an LGBT applicant. This covered some background information on the network, a quote from our Equality Champion, types of discrimination, a group exercise, top five tips for recruiters and we finished with questions. The second piece of evidence relates to our generic course in relation to Recruitment and Selection which is a general course for staff throughout the Service.

Upload training content

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/18636921/h1tvMiQ5M4/>

Upload training content

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/18636921/wuN2g8ufXd/>

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

Tick all that apply

GUIDANCE: The senior leader message should explicitly call out LGBT inclusion. The content of all options given can be either in person, online, through a video or post, or on paper.

- A. Explicit message from senior leader on their commitment to LGBT inclusion
- B. Information on the LGBT employee network/allies programme or initiative
- C. Information on LGBT inclusive policies

Briefly describe the induction process and at what point the new starter receives the above information:

We have a detailed Induction Package in which our Equality Champion and Network Leader for Proud attend and have an input. [REDACTED] delivers a clear message on the departments commitment to LGBT inclusion and information is provided by our network lead in relation to the work of the network and its associated activities - including Friends of Proud in COPFS. Page 5 of the speaking notes attached below outline to delegates that we have inclusive LGBT policies.

Upload evidence for option A

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/18636921/BZklElr3JF/>

Upload evidence for option B

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/18636921/DzvvlFnvsE/>

Upload evidence for option C

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/18636921/qEiCCwgqWI/>

The Employee Lifecycle: Part 2

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

GUIDANCE: Examples include being able to use the title Mx, the option to choose a gender marker other than male or female and the ability to have a passcard with two forms of gender expression present.

Yes

Describe how non-binary identities are recognised on workplace systems:

Our HR system allows HR Administrators to record the option ‘Mx’ as a title. Attempts have been made to change the system to add the option of ‘non-binary’ however this has not been achieved as yet. This will require a national update for all organisations using the Snowdrop system. This work is being progressed and is being monitored by [redacted] and [redacted]

2.5 Does the organisation provide all-employee equality and diversity training which includes the following topics, explicitly covering LGBT people?

Tick the completion rate for the training

GUIDANCE: The training should reach as many employees as possible across your organisation. Training content should explicitly mention LGBT people and cover lesbian, gay, bi and trans in the context of each option selected. Examples of content you could upload are case studies, e-learning screenshots or PowerPoint presentations.

A. Organisational policy and legislation	76-100%
B. Language, stereotypes and assumptions	76-100%
C. Challenging inappropriate behaviour	76-100%
D. Routes to reporting bullying and harassment	76-100%

Describe how you estimate completion rates:	After attending the face to face course or completing an e-learning package, our Learning and Development team update an individual's training record. As at 7 September, 1715 colleagues out of a possible 1752 have completed our mandatory one day course (98% of our workforce) and 1463 colleagues have completed the Civil Service Learning 'Equality and Diversity Essentials' e-learning module (85% of our workforce) and 810 colleagues have completed the Civil Service Learning 'LGBT Awareness' e-learning module (46% of our workforce). These figures represent a completion snapshot of the annual and bi-annual requirements for each package respectively.
Describe the format of the training and the content you have uploaded:	All colleagues are required to attend our mandatory face to face course called 'Valuing and Managing Difference'. In the last year, this course has been rationalised from a two day course to one day, following feedback from staff regarding repetition with the e-learning packages. This review afforded the opportunity to carry out a refresh of the material, and now includes a session referring to Transgender issues to illustrate learning points, in addition to a session regarding discrimination on grounds of Sexual Orientation. The course is very much activity and discussion based, facilitated using various media to prompt dialogue around each session. Our Equality and Diversity Essentials and LGBT Awareness e-learning are mandatory programmes, which are used across the Civil Service and incorporate real life stories, policy information and knowledge tests to check understanding.

Upload evidence for option A

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/18636921/IH0WVbd3pM/>

Upload evidence for option B

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/18636921/VuM0obzgeR/>

Upload evidence for option C

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/18636921/PBF6LI67zq/>

Upload evidence for option D

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/18636921/oMk00TpL30/>

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

Tick all that apply

GUIDANCE: Communications uploaded should have been sent, or made available to all employees (or as many as geographically possible through the specific communication method). Evidence could include emails and screenshots of intranet posts. IDAHoBiT refers to the International Day Against Homophobia, Biphobia and Transphobia. In your uploaded evidence, make clear who/how many employees the communication reached. Evidence provided for option A. must clearly include all identities within LGBT.

- A. Information about LGBT History Month, Pride, Spirit Day and/or IDAHoBiT
- B. Information about Bi-visibility Day and/or other bi specific events (e.g. bi pride events or Bicon)
- C. Information about Transgender Day of Visibility, Transgender Day of Remembrance and/or Trans Pride
- D. Information about the LGBT Employee Network Group and allies activity

Upload evidence for option A

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/18636921/HCRtTDwTW4/>

Upload evidence for option B

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/18636921/BilaGwohps/>

Upload evidence for option C

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/18636921/GXT4lhmpr5/>

Upload evidence for option D

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/18636921/8EdDnq45bu/>

The Employee Lifecycle: Part 3

2.7 In the past year, which of the following career development opportunities has the organisation specifically communicated to LGBT employees?

Tick all that apply

GUIDANCE: Communications here can either be specific communications to LGBT people through the employee network group OR an all-employee communication making it clear you welcome LGBT employees on the programmes/opportunities.

- A. General leadership and development programmes
- B. LGBT specific leadership/professional development programmes
- C. LGBT specific seminars and conferences

A. Describe the programmes and how these programmes are promoted to LGBT employees:	COPFS hosts an internal Management Development Programme for all managers within the Department. This is a mandatory course and all managers are required to undertake and consolidate this learning. This programme has been promoted to our LGBT staff through our staff Proud in COPFS staff forum page.
B. Describe the programmes and how these programmes are promoted to LGBT employees:	Throughout the year, we have promoted the Stonewall Leadership Programme and also a new Coaching opportunity for Proud in COPFS Network Members. When promoting these opportunities, we have done so through direct e-mail to network members and also publicised activities through our staff forum - which has proven to be a successful approach. Our communications with staff are encouraging and we state we will actively support all applications for learning.
C. Describe the programmes and how these programmes are promoted to LGBT employees:	This year we actively promoted the Stonewall Workplace Conference and we had a good representation from COPFS at this event. There have been a number of external events which we have also promoted to network members, Friends of our network through e-mail and our forum.

2.8 Does the organisation proactively recognise contributions to the LGBT employee network group during employee performance appraisals?

GUIDANCE: The onus should be on the employer/manager to make explicit that network group activity links in with organisational values and count towards diversity goals. Please note, the recognition doesn't have to be financial, but should be systematic and applied to all performance appraisals, not just those of the network leads.

Yes

Describe how contributions are recognised:

All staff within COPFS are required to complete a job plan which is an integral part of their performance appraisal. Included within the job plan are mandatory/standard objectives which all employees must comply with but additionally there is the opportunity to include additional personal objectives. Staff who are engaged in equality work within COPFS are encouraged to add additional personal objectives relating to their efforts to promote equality and diversity and they have been provided with suggested objectives (appropriate to their responsibilities) to include in their forward job plans by our Equality Champion. There are suggested objectives for network members which differ from the objectives for network chairs and from equality ambassadors and all are clearly linked to our published Equality Outcomes. Managers rate jobholders according to a variety of indicators which include the additional personal objectives and the extent to which they have met or exceeded them. Managers are encouraged to obtain feedback from the Equality Champion when assessing the jobholder's performance if they have included such an objective and she has specifically provided feedback on the performance of LGBT network members. Staff with additional personal objectives receive recognition for this in the end of year report produced by their line manager and it has a bearing on how they are rated and the box marking they receive. This has led to some of our staff who are engaged in this work receiving exceptional box marking ratings because COPFS has given recognition to the contributions they have made to this work. Employees receiving a higher box marking do not receive a financial award but it provides evidence of their suitability for future development and progression within COPFS and is considered by their line manager and countersigning officer when deciding whether to approve the jobholder for a promotion or secondment opportunity.

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

GUIDANCE: Examples include giving employees an opportunity to raise any issues relating to discrimination they may have experienced in the organisation.

Yes

<p>Describe the exit interview/survey process and how LGBT issues would be identified or raised:</p>	<p>All colleagues who leave the Service are invited to attend an interview with their line manager to establish the reasons for them leaving. The interview is documented and covers general information about their current role - thereafter the discussion goes on to assess training and career development opportunities within the Service, the benefits and working conditions of the Service, an assessment of communications within the Service. We also ask questions as to whether or not the leaver has ever experienced discrimination of any type including sexual orientation and gender identity whilst employed here.</p>
<p>Describe how any issues raised would be acted upon by the organisation:</p>	<p>Line Managers would discuss matters raised with Business Managers and Procurator Fiscal's for their respective area and appropriate action would be taken if deemed necessary. Dependant on the nature of the information disclosed, it may also be appropriate to speak with our colleagues in Human Resources to seek advice and guidance. Our department has a zero tolerance approach to bullying, harassment and discrimination and as such would invoke the appropriate policies without hesitation or delay to ensure matters raised were addressed and behaviours corrected. All exit interviews are sent to our colleagues in HR and they record the content centrally and note key themes and trends and incorporate the feedback in to on going initiatives such as our 'Fair Futures programme' which is looking to tackle staff feedback and incorporate change.</p>