

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

Describe the evidence uploaded:

Acas are in Stonewall's Starting Out guide. This year we attended the Starting Out Launch event and spoke to potential candidates about careers in Acas.

We have a clear statement on our Acas internet pages along side our Stonewall Diversity Champions logo which ensures potential application are aware of our commitment to diversity, especially in relation to sexual orientation and gender identity.

In addition as part of our Pride outreach we have informed potential candidates about our LGBT+ & Allies Network. Our message is clear and that is in Acas we intend to champion the rights of everybody regardless of their background including their sexual orientation, gender or gender identity.

Upload evidence for option A

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



Upload evidence for option B

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



Upload evidence for option C

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



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:

All managers across Acas have a mandatory requirement to undertake Equality & Diversity Essentials and unconscious Bias training. This is also true for all people that are involved in Acas recruitment. (Both sifting and interviewing) This is

	<p>also included in the induction pack for new starters and new line managers.</p> <p>As both products are on Civil Service Learning we are able to run a report to show completion rates. In addition candidate are able to print off certificates to say they have completed and passed both modules, and this is checked by their line manager.</p>
Describe the format of the training and the content you have uploaded:	<p>The first training module uploaded, Equality and diversity essentials, in a mandatory E Learning Module designed and provided by Civil Service Learning. It takes 1 hours to complete and provides both an introduction to workplace diversity and an overview of equality legislation, this course includes practical activities designed to advance equality and inclusion and improve customer service.</p> <p>Staff must complete all the topics in this e learning (including 'Next steps') and pass the assessment with a score of 80% or more to obtain a certificate. Main learning outcomes are the meaning and importance of equality and diversity; the main features of equality legislation; the benefits of equality and diversity and what they mean for the Civil Service; your own role and responsibilities in creating an inclusive working environment and in meeting the needs of diverse customers; and the different types of inappropriate behaviour, language and bias, and how to deal with them. Isolated slides with specific reference to LGBT issues in the workplace have been attached.</p> <p>The second module uploaded, Unconscious Bias. This is the second mandatory E Learning Module designed and provided by Civil Service Learning. It takes 1 hours to complete and provides an understanding for panel members and staff on what unconscious bias is the concepts and the theory; how unconscious bias can influence attitudes and behaviours; how unconscious bias can shape personal and group decision making and have an impact on people management processes (such as recruitment, performance management, development, reward and promotion), organisational culture and business performance; and which techniques to use to help you identify, challenge, prevent and remove areas of unconscious bias in the workplace. Although this module does not refer specifically to any protected characteristics, it does help people to understand how to reduce unconscious bias, particularly when completed alongside Equality and Diversity Essentials.</p> <p>In addition to the e learning modules, the Head of Diversity ran a unconscious bias refresher session with all of Acas' senior leaders in November 2018. This session included examples of transphobic and homophobic behaviour.</p>

Upload training content

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

Upload training content

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

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:

The induction new starter modules aim to help new staff to understand more about Acas, our history, vision and strategy, and how our people work together to achieve our aims. The process is an interactive one, making use of online software and testing staff along the way. It is used to set the standard we expect from colleagues and influences the culture at Acas, which is an inclusive workplace.

New Starters and new line managers will complete this within the first few weeks of starting, including the mandatory learning.

Our induction process is broken into modules, the third module being Resources for staff. The first slide in the module is Diversity and Inclusion where we have a message from our former Chief Operations Officer (now current CEO), celebrating a culture of equality and inclusion and setting expectations for the board and all staff. This statement specifies that our organisation are committed to not discriminate against anyone regardless of gender identity or sexual orientation.

From this slide, it is possible to click through to all of internal resources for staff including information on our staff networks and inclusive policies. This includes a link to access our LGBT+ & Allies network. In addition it help staff access our LGBT+ inclusive policies including our transitioning at work policy.

Upload evidence for option A

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

Upload evidence for option B

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

Upload evidence for option C

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

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:

To be a more inclusive organisation by 2021, Acas aims to increase representation of ethnic minority and disabled staff, remove barriers to recruitment, and increase self declaration for protected characteristics. It's all there in the Diversity & Inclusion Strategy.

To help support these goals, Acas asks staff to voluntarily self declare their personal information in information such as ethnicity, race, sexual orientation and gender. This information is confidential and subject to strict policies on data protection, and any reports produced do not associate the information with any one individual.

Identifying the barriers

As chair of the LGBT+& Allies network, spotted some potential barriers to LGBT+ employees' self declaration:

- Under personal details the options for "Title" were gender limiting, with no neutral option.

- Under gender reassignment the options were "yes, no and information refused"; the last uses negative language and could put people off declaring.
- Under marital status there was no "civil partnership" option, potentially excluding people from declaring.

Removing the barriers

█████ alerted the LGBT+ & Allies network and talked with █████ and █████ of the Diversity & Inclusion (D&I) team. █████ and █████ then worked with █████ of the █████ team to make these changes happen:

- Title: Added MX, a gender neutral title for those who do not identify as being of a particular gender
- Sex identifier (previously 'gender'): Added intersex, non binary, other, prefer not to say
- Gender reassignment: Added prefer not to say
- Sexual orientation: Added other

Now that the barriers for LGBT+ declarations have been lifted, the D&I and iTrent teams are looking to ensure that declaration forms for all protected characteristics contain appropriate options.

How to self declare

By having a full breakdown of our workforce profile, we can monitor our policies and processes to make sure they're not indirectly discriminatory. Personal information can be added or updated on iTrent by selecting 'Personal' from the top menu, then clicking the 'Sensitive information' card under 'My personal details'.

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:	For induction products, completion of these by the line manager during 1 1 meetings. For Civil Service Learning products we are able to run a report to show completion rates. In addition candidate are able to print off certificates to say they have completed and passed both modules, and this is checked by their line manager.
Describe the format of the training and the content you have uploaded:	<p>The induction new starter modules aim to help new staff to know more about Acas, our history, vision, strategy, and how our people work together to achieve our aims. The process is an interactive one, making use of online software and testing staff along the way. It is used to set the standard we expect from colleagues and influences the culture at Acas, which is an inclusive workplace.</p> <p>New Starters and new line managers will complete this within the first few weeks of starting, including the mandatory learning e.g. Equality & Diversity Essentials and links through to LGBT Awareness Training. New starters are expected to familiarise themselves with our policies, including bullying and harassment.</p> <p>This e learning increases understanding of the issues faced by lesbian, gay, bisexual and transgender staff. It equips managers and colleagues with the knowledge and to challenge stereotyping and prejudice, handle complaints of transphobia and homophobia, remove barriers to progression and provide appropriate support to LGB&T staff and service users. The e learning uses case studies that are based on the experiences of civil servants and reflect authentic situations and language. To pass the assessment, staff will need to</p>

complete all the topics (and pass with a score of 80% or more.)

On completion of the e learning, the learner will be able to describe examples of hate crime, including homophobic, biphobic and transphobic in nature; explain why this issue is relevant to the Civil Service; state what legislation exists to protect LGB&T people and the key implications of this; describe the common issues, fears and misapprehensions faced by LGB&T staff in society at large and the potential impact on their work life journey through real life case study examples; describe the key Civil Service HR policies detailing the role of the line manager in supporting LGB&T staff; demonstrate how to challenge wrong assumptions and inappropriate behaviour including homophobic, biphobic or transphobic comments and myths; and explain how to support LGB staff facing 'coming out' issues whilst respecting the individuals right to choose if, how and when they take this step. Isolated slides with specific reference to LGBT issues in the workplace have been attached.

Equality and diversity essentials, in a mandatory E Learning Module designed and provided by Civil Service Learning. It takes 1 hours to complete and provides both an introduction to workplace diversity and an overview of equality legislation, this course includes practical activities designed to advance equality and inclusion and improve customer service. Staff must complete all the topics in this e learning and pass the assessment with a score of 80% or more to obtain a certificate. Main learning outcomes are the meaning and importance of equality and diversity; the main features of equality legislation; the benefits of equality and diversity and what they mean for the Civil Service; your own role and responsibilities in creating an inclusive working environment and in meeting the needs of diverse customers; and the different types of inappropriate behaviour, language and bias, and how to deal with them.

Upload evidence for option A

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



Upload evidence for option B

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



Upload evidence for option C

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

Upload evidence for option D

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

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
- 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

Upload evidence for option C

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

Upload evidence for option D

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

Provide date for option A 20/02/2019

Provide date for option B (No response)

Provide date for option C 01/04/2019

Provide date for option D 31/01/2019

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.

B. LGBT specific leadership/professional development programmes

C. LGBT specific seminars and conferences

<p>B. Describe the programmes and how these programmes are promoted to LGBT employees:</p>	<p>Yes We have highlighted LGBT masterclasses and seminars to our LGBT+ & Allies Network through targeted communications</p> <p>The Chair attend the Stonewall Network Group Masterclass, which took place in Birmingham on 28 June between 10:00 17:00.</p> <p>This masterclass supported [REDACTED] to lead the network group to success by offering the chance to:</p> <ul style="list-style-type: none"> • Develop her leadership in a morning session designed by the team behind Stonewall's flagship Leadership programme • Learn practical skills by choosing from four interactive workshops in the afternoon that will give you the tools and confidence to create a workplace where everyone can achieve their potential
<p>C. Describe the programmes and how these programmes are promoted to LGBT employees:</p>	<p>A network member attended 'Starting out 2018/19' an event that is for the national careers guide for students, graduates and job seekers showcasing LGBT inclusive employers.</p> <p>The guest speakers found that being from the LGBT background, as well as looking for the normal job details they also look for an additional set of criteria when applying such as:</p> <ul style="list-style-type: none"> • Organisations that have support networks • Similar people/representation from diverse backgrounds • Research information on the organisation to see if policies are put into practice • Organisations that were at specific LGBT recruitment events • Internal policies that reflect external policies

A. Provide a date on which these opportunities were communicated (No response)

B. Provide a date on which these opportunities were communicated 06/05/2019

C. Provide a date on which these opportunities were communicated 09/10/2018

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:

Yes it was agreed in our staff network board paper that staff networks Chairs and Vice chairs (including the LGBT+ and Allies Network) would be recognised for their work they do for their respective staff networks.

Each staff network chair gets 20% of their work time allocated to delivering the work on behalf of their respective staff network. It was agreed at Board level that one of their objectives will be measured against the work for running the staff network. This is the case for [REDACTED] as the LGBT+ & Allies Chair.

In addition, [REDACTED] has been recognised for the work she has done for the LGBT+ & Allies Network in a national reward and recognition panel. She was awarded £500 by the panel for the work she had delivered.

[REDACTED] has consistently taken positive steps to being an LGBT+ role model. The Acas National Reward and recognition panel believed [REDACTED] contributions to the network and Acas visibility has improved network membership and Acas visibility externally as an LGBT+ inclusive employer.

[REDACTED] has taken part in a Stonewall external campaign for visible LGBT+ role models with disabilities and [REDACTED] has owned her personal narrative while promoting Acas's drive to be an inclusive employer for LGBT+ staff.

[REDACTED] also takes a very active role within the network discussion forum and her balanced, informative and positive input has time and time again generated healthy and purposeful discussion. This has contributed to creating a positive, welcoming and interested working environment for colleagues.

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

Describe the exit interview/survey process and how LGBT issues would be identified or raised:	<p>An exit interview is held between a line manager (or another suitable manager) and the exiting employee ahead of their last day. It is carried out for everyone leaving the organisation, for whatever reason. It is to give staff the opportunity to discuss issues of which management may have been unaware (or to provide evidence of an issue) which could have affected their decision to leave Acas.</p> <p>It may highlight an issue or issues which could be remedied and cause the person to reconsider their decision to leave Acas. Questions cover issues such as working relationships and inclusive practices at work, where any LGBT issues could be raised. The interviews are then double enveloped or scanned and emailed, (marked PERSONAL PROTECT) to the Diversity and Inclusion team and analysed. The analysis includes identifying if any staff member felt harassed or discriminated against during their time, or if they felt that they had been bullied at work. The form is only sent to the D&I team and any feedback for other teams is anonymised and shared so any issues can be considered and improved upon.</p>
Describe how any issues raised would be acted upon by the organisation:	<p>Should there be any instances where an employee has indicated they have experienced an issue they perceive to be related to their sexual orientation or gender identity, this would be investigated fully. Depending on the nature of the issue, we may use our Bullying, Harassment and Discrimination policy and Grievance and Discipline policy to undertake any process and would invite the effected employee to be involved. Should the exiting employee not wish to be involved, we would still conduct an investigation and should it be found there is a case to answer, we would proceed in line with our internal policies.</p>