
Equality Benefits Tool

Employment

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THE EQUALITY AUTHORITY
AN tÚDARÁS COMHIONANNAIS



Introduction

Introduction: Why Investing in Equality for Your Staff Makes Sense for You

Investing in equality for your staff yields dividends for your organisation. Research has found that organisations with a track record on equality and diversity experience the following benefits:

- The ability to recruit and retain high calibre staff;
- Changes to the organisational culture with improved working relations and reductions in cases.

(Kathy Monks: The Business Impact of Equality and Diversity, Equality Authority / National Centre for Partnership and Performance)

Employers in the public and private sectors are faced with the challenge of having to achieve more with less. Improved staff productivity is key to getting more work done in a context of tighter budgets and fewer staff. Equally, investing in equality for your staff and being seen to be fair to your staff can offer a way to address low staff morale, to recognise your staff's contribution and to generate good will even in a difficult environment.

On the other side, discriminatory behaviour that leads to equality cases is a worst case scenario for organisation, management and staff alike. A high profile equality case can lead to loss of reputation for a company as well as significant damages against it.

You have the responsibility as an employer to ensure that:

- your workplace promotes equality and is free of discrimination;

- your staff do not behave in a discriminating way against other employees;
- your staff do not discriminate against customers or service users.

The Irish workplace remains more diverse than ever before. The Quarterly National Household Survey 2010 reveals that 229,600 non-Irish nationals are in employment, of which 107,600 are from the EU Accession States (i.e. Poland, Latvia, Lithuania, Hungary etc.) while 60,400 are from outside the EU.

You have a responsibility as an employer to challenge racist, sexist or discriminatory behaviour within your workplace. While this is the law, action by you to promote a positive equality-friendly working environment will yield benefits for you in terms of greater commitment by your staff to your organisation.

This equality benefits tool is designed to help you to realise the benefits of investing in equality for your employees. It features tools that have been specifically designed for public and private sector organisations. These have been tested in large and small private and public sector companies in Ireland.

Seize the benefits - begin to take action on equality for your staff today.

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What the law requires you to do

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The **Employment Equality Acts 1998-2008** cover equality in relation to employment across nine equality grounds while the **Equal Status Acts 2000-2008** cover equality in the provision of goods and services.

Equality Grounds

Discrimination is prohibited on the following nine grounds:

- **Gender:** a man, woman or transsexual person;
- **Civil status:** covering a person who is single, married, separated, divorced or widowed;
- **Family status:** covering a person who is pregnant, a parent of a person under 18 or the resident primary carer or parent of a person with a disability;
- **Sexual orientation:** covering a person who is gay, lesbian, bisexual or heterosexual;
- **Religion:** covering different religious belief, background or none;
- **Age:** this applies to persons over 18 except for the provision of car insurance to licensed drivers under that age;
- **Race:** encompassing race, skin colour, nationality or ethnic origin;
- **Traveller community:** covering people who are commonly called Travellers and identified by Travellers and others as people with a shared history, culture and traditions, identified historically as a nomadic way of life;
- **Disability:** covering people with physical, intellectual, learning, cognitive or emotional disabilities and a range of medical conditions.

The Employment Equality Acts 1998-2008:

- promote equality;
- prohibit discrimination (with some exemptions) across nine equality grounds;
- prohibit sexual harassment and harassment;
- prohibit victimisation;
- require appropriate measures for people with disabilities in relation to access, participation and training in employment;
- allow positive action measures to ensure full equality in practice across the nine grounds.

The Acts cover:

- advertising;
- equal pay;
- access to employment;
- vocational training and work experience;
- terms or conditions of employment;
- promotion or re-grading;
- classification of posts;
- dismissal;
- collective agreements.

The Acts apply to:

- full-time, part-time and temporary employees;
- public and private sector employment;

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- vocational training bodies;
- employment agencies;
- trade unions, professional and trade bodies.

The Acts also extend to:

- self-employed contractors;
- partners in partnerships;
- state and local authority office-holders.

Discrimination

There are three types of discrimination covered by the Acts:

Direct discrimination: is defined as the treatment of a person in a less favourable way than another person is, has been or would be treated, in a comparable situation on any of the nine grounds which exists, existed, may exist in the future or is imputed to the person concerned.

Indirect discrimination happens where there is less favourable treatment by impact or effect. It occurs where people are refused a service, for example, not explicitly on account of a discriminatory reason but because of a provision, practice or requirement which they find hard to satisfy.

Discrimination by association happens where a person associated with another person (belonging to the discriminatory ground) is treated less favourably because of that association.

Advertising

It is prohibited to publish or display an advertisement relating to employment which indicates an intention to discriminate.

Equal Pay

The Employment Equality Acts provide for equal pay for like work. Like work is defined as work that is the same, similar or work of equal value.

Sexual Harassment and Harassment

Sexual harassment and harassment of an employee (including agency workers or vocational trainees) is prohibited in the workplace by:

- another employee;
- the employer;
- clients, customers, business contacts.

Sexual harassment or harassment of an employee is discrimination by the employer. It is a defence for the employer to:

- prove that the employer took reasonably practicable steps to prevent the person harassing / sexually harassing the victim; or
- prevent the employee (where relevant) from being treated differently in the workplace.

Disability - Reasonable Accommodation

An employer is obliged to take appropriate measures to enable a person who has a disability to:

- have access to employment;
- participate or advance in employment;
- undertake training, unless the measures would impose a disproportionate burden on the employer.

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Appropriate measures include:

- adaptation of premises and equipment;
- patterns of working time;
- distribution of tasks; or
- the provision of training or integration measures.

The employer is not obliged to provide any treatment or facility that the person might reasonably provide for himself/herself or that amounts to a disproportionate burden.

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The best way to assess how your organisation is performing in terms of equality in employment is to undertake an employment equality review. An equality review will give you a good snapshot of your organisation's performance in terms of equality in employment.

Employment Equality Review - What it Covers

- Access to employment;
- Working conditions;
- Management of equality / diversity;
- Data collection.

Access to employment

Application and selection process

Recruitment procedures

Job description and specifications

Selection processes

Working conditions

Staff training and development

Promotion procedures

Grading and pay structures

Collective bargaining agreements

Grievance procedures

Redundancy procedures

Communications systems

Traditional / non-traditional work

Part-time work

Physical environment

Flexible working hours

Special leave arrangements

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Access to employment

Management structures

Equal opportunities policies and procedures

Resourcing of equal opportunities

Reviewing and monitoring processes

Corporate commitment measures towards equal opportunities

Cultural change impacts

Work-life balance

Working conditions

Record keeping

Responsibility for data collection and collation

Utilisation of data

Security systems / confidentiality measures

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Work-Life Balance: Realising the Benefits

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Work-life balance brings benefits to the workplace as well as to employees.

Work-life balance:

- enhances retention of employees, including in difficult economic circumstances;
- builds workplace morale and productivity;
- supports workplace equality and participation in the workplace of a diversity of employees from across the grounds of gender, civil status, family status, age, disability, sexual orientation, race, religion and membership of the Traveller community; and
- makes a particular contribution to older workers seeking phased retirement; to migrant and other minority ethnic workers seeking flexibility in holidays and in being able to observe religious or cultural obligations; to people with caring responsibilities seeking to combine caring and paid work and to employees with disabilities seeking a reasonable accommodation of their specific needs.

Work-life balance brings the most benefits when the options available suit the organisation's needs and those of its employees. The key thing is to avoid a situation where work-life balance arrangements are put in place which do not meet employee needs and yet absorb organisational resources.

If the benefits of investing in work-life balance are to be realised properly, it is recommended that work-life balance arrangements are organised on a systematic basis as follows:

- that the organisation develops a work-life balance programme which identifies the arrangements that are most suitable to business and employee needs;
- that the organisation has a work-life balance policy which sets out its approach to work-life balance;

- that the organisation undertakes work-life balance training for managers and employees;
- that the organisation puts in place work-life balance supports so that work-life balance arrangements can be implemented effectively.

Work-Life Balance: the Elements

Work-Life Balance Policy

It is recommended that the work-life balance policy set out:

- the organisation's commitment to:
 - putting in place work-life balance arrangements for staff,
 - ensuring that staff availing of such arrangements do not experience discrimination as a consequence; and
 - designing arrangements that accommodate staff diversity (staff with caring roles, staff with disabilities, minority ethnic staff, older staff etc.)
- the organisational approach to implementing work-life balance:
 - who will have responsibility for implementing work-life balance;
 - how arrangements will be designed;
 - the type of training to be provided;
 - the way in which the arrangements will be monitored.
- the procedures by which staff can apply for and avail of these arrangements;
- the arrangements for communicating these options to staff.

Work-Life Balance Programme

It is recommended that a work-life balance programme establish the organisation's approach to work-life balance and identify:

- how work-life balance can be addressed in the context of

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the organisation's business needs;

- the range of work-life balance needs that the programme will need to address;
- the range of work-life balance arrangements that will be offered;
- the system for implementing work-life balance

Preparing the Work-Life Balance Programme

The preparation of a work-life balance programme involves:

- Consulting with trade union and employee representatives on the preparation of the programme;
- conducting an assessment of employee needs in relation to work-life balance;
- reviewing current arrangements and business needs to identify the potential for change;
- identifying work-life balance arrangements that respond to employee needs and that sustain business success;
- setting out the systems to implement and monitor the programme;
- examining various roles as to suitability for alternative working arrangements;
- considering implications of proposed arrangements for other employees and for the workplace;
- considering implications of work arrangements for the employee's salary, pension benefits, etc.;
- preparing agreements to be signed by employer and employee setting out the conditions and duration of the working arrangement.

Work-Life Balance Supports

Responsibility

It is recommended that a senior manager have responsibility for implementing the work-life balance programme and that a working group should be established to review the operation of the programme.

Monitoring

It is recommended that information be collected for the work-life balance committee on:

- evolving needs among employees in relation to work-life balance;
- the impact of work-life balance on business success, employee well-being and equality in the workplace.

Work-Life Balance Training

Work-life balance training supports the organisation and its staff to design, implement and manage work-life balance arrangements and contributes to a workplace culture supportive of work-life balance.

It is recommended that work-life balance training:

- target all staff to build awareness of:
 - the organisation's policy and procedures in relation to work-life balance;
 - equality legislation and legislation on maternity, parental, carers' and adoptive leave;
 - the individual, organisational and societal benefits of work-life balance arrangements and work practices;
 - the implications for the employee who avails of work life balance arrangements.

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- target senior management to build awareness of:
 - the case for work-life balance;
 - the best way to realise the organisational benefits of work-life balance.
- target line management and human resources personnel to develop skills in:
 - staff needs assessment in relation to work-life balance;
 - the effective design and implementation of work-life balance arrangements;
 - managing staff on flexible working arrangements.
- target trainers in the organisation to develop their capacity to deliver work-life balance training.

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Template A: Sample Text for an Employment Equality Policy

(Model: Equality Authority / IBEC / Congress: Guidelines for Employment Equality Policies in Enterprises)

Promoting an Equality Committee / Equality Action Team / Management Committee with Responsibility for Equality

'We support the operation of an equality committee / equality action team / management committee with responsibility for equality.'

'The equality committee / equality action team / management committee with responsibility for equality will be resourced.'

Appointing an Equality Officer

'We will resource a senior person to act as equality officer.'

Promoting the Employment Equality Policy

'This policy will be communicated at every level and site of our organisation and to all freelance workers, agents, suppliers and contracting agencies in a range of formats, through various media and languages.'

'We will include a section on equal opportunity in our Annual Report.'

Training for Equality

'Training and information on equality will be provided to staff at all levels of the organisation. The training will be organised in a manner that is accessible to all employees.'

Foundations for Employment Equality Practice

'We will undertake an equality review in our organisation and

prepare an equality action plan on foot of this.'

Advertisements

'It is our policy to avoid displaying intentionally or unintentionally advertisements or wordings that suggest, implicitly or explicitly, that jobs are not open to candidates for within all nine grounds of the Employment Equality Acts 1998-2008.'

'We will direct our recruitment to ensure that our advertisements reach candidates from all nine grounds of equality legislation.'

The Application Form

'The recruitment application forms will conform of the provisions of the Employment Equality Acts 1998-2008 and to best practice in equality of opportunity.'

Equality and Recruitment Agencies

'We will advise employment and recruitment agencies of our organisation's commitments and policy position on employment equality across the nine grounds.'

Communicating Job Opportunities to People with Disabilities, Older Workers, Women and the Traveller Community

'We will put in place a procedure to encourage older persons, members of the Traveller community, people with disabilities or women/men to submit job applications.'

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'We will make adjustments to accommodate the recruitment and integration of persons with disabilities into this enterprise.'

Guidance and Training for Interviews

'We will provide interviewers with detailed guidance and training in relation to equality and non-discrimination in recruitment and promotion.'

Diversifying Interview Boards

'We will strive to ensure a balance of persons from within the nine grounds and to achieve a gender balance on the interview board.'

Adjustments for Candidates with Disabilities

'We will make appropriate adjustments to the recruitment process to enable candidates with and without disabilities to compete equally for jobs.'

Involving Supervisors and Managers

'We will develop information, awareness sessions and resources on equality policies for front line managerial and supervisory staff and for all staff.'

Maintaining Records

'It is our policy to encourage promotion and progression of staff within the organisation regardless of their gender, civil status, religious belief, race, age, sexual orientation, (dis)ability or membership of the Traveller community. The organisation is committed to monitoring the promotion process to assess equality of opportunity.'

Training

'We will ensure that all training is open, available and accessible to full-time and part-time employees, including those from all of the equality grounds.'

Work-Life Balance

'We will enhance the opportunities to reconcile work-life balance among our employees.'

'Employees who avail of work-life balance arrangements will not be discriminated against and will be treated equally with other employees.'

Job Appraisal

'Job appraisal will be conducted on a basis which is non-discriminatory.'

Equal Pay

'The principle and practice of equal pay will be respected and kept under review.'

Redundancies, Dismissal and Non-Discrimination

'We will keep redundancy and dismissal procedures under review to ensure that no direct or indirect discrimination occurs on any of the nine grounds. This ongoing review will be carried out in a partnership manner with employee/ trade union representatives.'

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Template B: Employment Equality Review

(Model: Equality Authority: Employment Review and Action Plan Scheme)

1. Entry / Recruitment

What to look for	What to look at
Job description	Necessary elements / relevance of other elements
Personal specification	Necessary specifications / relevance of any secondary specifications
Advertising	How and where job is advertised; targeting of minority equality communities
Applications	Questions posed / relevance of questions / how application form is made available
Selection criteria	Relevance, transparency, weighting system
Interview training	Equality sensitivity
Interview panel composition	Gender balance, representation of diversity, how panel is formed
Interview procedure (internal / external)	Note-taking, posing of questions, weighting, scoring mechanisms, keeping of notes and records, feedback to candidates
Appeals procedure	Transparency, awareness, responsibility

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2. Working Conditions

What to look for	What to look at
Induction training	Equality sensitivity
Staff training	Accessibility, eligibility criteria, equality sensitivity, targeting
Promotion criteria	Eligibility criteria, positive action targeting, procedures for promotion, outcomes
Grading structures / pay scales	Levels, who receives differentiated levels, rationale for pay scales, pay indicators
Collective agreements	Consultation mechanisms, representation levels in negotiations, impact, outcomes
Grievance procedures	Lines of responsibilities, awareness of procedures, equality sensitivity, profiles of employees using them or having them applied to them
Redundancy procedures	Equality sensitivity, criteria, impact on profile of organisation
Physical environment	Accessibility, inclusivity, diversity-sensitive
Allocation of decision-making	Profile of decision-making, levels of diversity in profile

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3. Managing Equality / Diversity

What to look for	What to look at
Management competencies	Diversity appropriate, awareness levels of diversity, availability of equality and diversity training, awareness of equality issues and obligations, levels of commitment and leadership
Equal opportunities policies	Presence of policies, coverage of all nine grounds, awareness of policies within workforce
Resourcing of equal opportunities	Designated personnel, training, allocated budget, support and reporting mechanisms, representation at senior management level
Awareness of equal opportunities	Methods of promoting and disseminating equal opportunities awareness, training
Equality programmes	What initiatives have been taken, positive action measures instituted, accommodations made
Monitoring processes	Mechanisms for monitoring, senior management involvement, frequency, impact assessment and outcomes
Corporate commitment	Identifiable senior personnel with responsibility for equality, role of equality in strategic planning, marketing, organisational development
Work-life balance	Availability of work-life balance arrangements, profile of uptake, perceptions of work-life balance, impact on promotion

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4 Data collection

What to look for	What to look at
Recording system	What system is used, type and frequency of data collection
Confidentiality	Safeguards, sensitivity of information gathering techniques
Responsibility for data	Identifiable personnel with this responsibility, who has access to data
Utilisation of data	Purpose of data collected, transparency of usage, consent of those giving information, monitoring, correction and deletion procedures

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Template C: Employment Equality Audit - How to Identify Good and Best Practice

(model adapted from Westmeath EQUAL: Equality and Diversity Healthcheck)

Access to Employment - Recruitment, Selection and Placement

Level 1 - Getting Started	Level 2- Good Practice	Level 3 - Best Practice
<p>A written policy on procedures regarding recruitment and selection is in place</p> <p>The written policy and procedures regarding recruitment and selection are circulated to all employees (e.g. in Staff Handbook)</p> <p>Responsibility for overseeing and implementing the administration of the recruitment and selection process is identified</p> <p>All documentation relating to the recruitment and selection are retained for at least one year</p> <p>Recruitment and selection practices that make reasonable accommodation for people with disabilities are developed</p>	<p>Written policies and procedures regarding recruitment and selection are prominently displayed and easily accessed in the organisation</p> <p>Written policies and procedures regarding recruitment and selection are regularly reviewed to ensure that they meet the requirements of legislation and good practice and are consistently and fairly implemented</p> <p>Personnel with responsibility for all aspects of the recruitment and selection process are trained in equality and non-discrimination</p> <p>Expressions of interest in jobs, interviews offered and accepted and jobs offered and accepted are monitored across some of the equality grounds</p>	<p>Policies and procedures regarding recruitment and selection are prepared and regularly reviewed with input from management, staff, employee or trade union representatives</p> <p>Steps are taken to inform and attract under-represented equality groups to apply for positions (recruitment is, however, based on merit)</p> <p>Expressions of interest in jobs, interviews offered and accepted and jobs offered and accepted are monitored across most of the equality grounds</p>

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Advertisements

Level 1 - Getting Started	Level 2- Good Practice	Level 3 - Best Practice
Advertisements are based on and reflect the relevant job description and person specification	Advertisements request applicants to indicate if they need special arrangements to facilitate their application or attendance at interview Advertisements include a short equal opportunities statement	Steps are taken to inform under-represented groups (both internally and externally) of vacancies Advertisements indicate that further information and application forms are available in a variety of accessible formats

Employment Agencies

Level 1 - Getting Started	Level 2- Good Practice	Level 3 - Best Practice
Any employment agency that the employer uses is asked to ensure that it does not unlawfully discriminate against individuals seeking employment	Any employment agency that the employer uses is asked to highlight the fact that the employer is an equal opportunities employer in all documentation relating to the employer	The employer only uses employment agencies that have equal opportunities policies and procedures relating to equality in customer service

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Continuing Training and Development

Level 1 - Getting Started	Level 2- Good Practice	Level 3 - Best Practice
<p>A written policy is in place on continuing training and development that includes equality and diversity training</p> <p>Training practices are developed that make reasonable accommodation for employees with disabilities</p>	<p>Expressions of interest in training are monitored across some of the equality grounds</p> <p>Reasons for low interest or for lack of success in securing training are identified and addressed</p> <p>Personnel with responsibility for implementing the continuing training and development process are training in equality and non-discrimination</p>	<p>The employer takes proactive steps to ensure that employees from under-represented groups receive access to continuing training and development</p> <p>Expressions of interest in training and degree of success in securing training are monitoring across most of the equality grounds.</p> <p>Employees receive training on equality and non-discrimination</p> <p>The employer uses only training providers / trainers that have equal opportunities policies relating to equality in customer service.</p>

Discipline and Grievance

Level 1 - Getting Started	Level 2- Good Practice	Level 3 - Best Practice
<p>A written policy and procedures on grievance and discipline are in place and are circulated to all employees</p>	<p>The number of staff disciplined and reasons for discipline and the number of staff with grievances are monitored across some of the equality grounds</p>	<p>The number of staff disciplined and reasons for discipline and the number of staff with grievances are monitored across most of the equality grounds</p>

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Working Conditions

Level 1 - Getting Started	Level 2- Good Practice	Level 3 - Best Practice
<p>A written policy and procedures regarding working conditions are in place</p> <p>All procedures and practices concerning benefits and entitlements are in accordance with the equality legislation</p>	<p>Written policies and procedures regarding working conditions are regularly reviewed to ensure that they comply with the equality legislation and good practice</p> <p>Steps are taken to inform all employees of optional benefits such as flexible working arrangements</p> <p>Working conditions, including the uptake of flexible working conditions, are monitored across some of the equality grounds</p>	<p>Policies and procedures on working conditions are regularly reviewed, in consultation with management, staff, employee and trade union representatives to ensure that they comply with the requirements of the equality legislation and with equality best practice</p> <p>Working conditions, including the uptake of flexible working conditions, are monitored across most of the equality grounds</p>

Consultation and Collective Bargaining

Level 1 - Getting Started	Level 2- Good Practice	Level 3 - Best Practice
<p>A written policy and procedures on employee consultation and involvement are in place</p> <p>Employee consultation and involvement policies are in accordance with relevant legislation</p>	<p>Employees are consulted about workplace issues including equality and diversity</p>	<p>Resources are allocated to enable employee consultation, including those with special needs and those for whom English is not their first language</p>

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Remuneration and Other Rewards and Benefits

Level 1 - Getting Started	Level 2- Good Practice	Level 3 - Best Practice
<p>The pay structure and system is designed on the principle of equal pay for equal work</p>	<p>The proportion of staff at different pay levels is monitored across some of the equality grounds</p> <p>Remuneration and other rewards and benefits are available on a pro-rata basis to workers availing of part-time or flexible working options</p>	<p>The proportion of staff at different pay levels is monitored across most of the equality grounds</p> <p>Benefits available to different-sex couples are also available to same-sex partners</p> <p>A gender pay audit is undertaken regularly</p>

Redundancy / Dismissal

Level 1 - Getting Started	Level 2- Good Practice	Level 3 - Best Practice
<p>A written policy and procedures regarding redundancy and dismissal are in place</p> <p>These are in accordance with relevant national legislation, including the equality legislation</p>	<p>The number of staff made redundant or dismissed is monitored across some of the equality grounds</p>	<p>The number of staff made redundant or dismissed is monitored across most of the equality grounds</p> <p>The redundancy / dismissal policy and procedures are reviewed regularly to ensure that they do not discriminate against particular categories of employees</p>

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Harassment / Sexual Harassment

Level 1 - Getting Started	Level 2- Good Practice	Level 3 - Best Practice
A code of practice to prevent harassment and sexual harassment is in place with clear guidelines as to how staff should behave and how allegations will be investigated and proven cases addressed	Personnel with responsibility for implementing the code of practice receive equality training The number of allegations, if any, is monitored across some of the equality grounds	The number of allegations, if any, is monitored across most of the equality grounds Management make a clear statement that harassment and sexual harassment will not be tolerated

Equal Opportunities

Level 1 - Getting Started	Level 2- Good Practice	Level 3 - Best Practice
An employment equality policy is in place outlining the organisation's commitment to promoting equality Responsibility for implementing equal opportunities in employment is specified Equality objectives and targets are in place and communicated to employees Employees receive equality training on the employment equality legislation	Personnel with responsibility for implementing the policy are at senior management level in the organisation and are trained on equality and diversity issues The equality infrastructure (equality committee / management committee with responsibility for equality / equality champions network) is in place to oversee implementation of the policy An equality action plan is developed	Employment-related equality objectives, indicators and targets are developed with input from management, staff and employee or trade union representatives These are included in the organisation's business plan These are included in individual job descriptions and role profiles

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Template D: Sample Questionnaire for Employment Equality Review

Job Description and Person Specifications

1. Information on the skills required for the job is provided.
2. Information sessions on vacancies are held at times that suit my working pattern.
3. Job vacancies are well advertised.
4. I always find out about vacancies when they arise.
5. There is always enough time to prepare for an interview.
6. My organisation does enough / could do more to hire people with disabilities.

Applications and shortlisting

7. No group has an advantage in the application, shortlisting and interviewing process.
8. The same approach is used consistently for all candidates.
9. There is always a gender mix on the panel.

Working Conditions

10. Staff are paid the same for doing the same job.
11. Staff have the same benefits and entitlements if doing similar jobs.
12. Religious holidays for ethnic minority employees are recognised and supported.
13. Being pregnant does not exclude women from promotion.
14. If employees need time off to care for dependants, it makes no difference if they are male or female.
15. I am given training to enable me to do my job to the best of my ability.
16. Training is not restricted to particular groups of employees.

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Career Development

- 17.** I am encouraged to develop my career in this organisation.
- 18.** No barriers exist preventing particular employees from progressing in this organisation.

Redundancy Procedures

- 19.** Redundancy procedures are fair for all.

Attitudes to Equality

- 20.** Top managers express their commitment to equality.
- 21.** I would be comfortable working alongside an employee with a disability.
- 22.** I would be comfortable working alongside a minority ethnic employee.
- 23.** There is a good gender mix across this organisation.
- 24.** I understand the organisation's equality policy.

Work-Life Balance

- 25.** I have a balance between my work and my personal life.
- 26.** Working flexible hours is looked at positively by management.

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Template E: Sample Elements of Employment Equality Action Plan

Policies and Procedures

Objective	Indicators / Targets	Initiatives / Actions	Timeframe	Responsibility	Resources	Review Dates
To ensure that all policies promote equality and are non-discriminatory	All policies related to employment reviewed, updated where necessary, and communicated to employees	Review and update policies: - Equal Opportunities Policy; - Dignity and Respect at Work Policy; Work-Life Balance Policy		Equality Officer/ Equality Committee / Equality Action Team / Management Committee with Responsibility for Equality		

Training

Objective	Indicators / Targets	Initiatives / Actions	Timeframe	Responsibility	Resources	Review Dates
To ensure that management and staff are trained to implement the organisation's commitments and obligations relating to equality in employment	Process for identifying equality-related training needs completed Management and staff trained	Develop systematic process for identifying training needs Prepare and implement equality training strategy		Equality Committee / Equality Action Team/ Management Committee with Responsibility for Equality/ Director of Training		

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Monitoring

Objective	Indicators / Targets	Initiatives / Actions	Timeframe	Responsibility	Resources	Review Dates
To develop and implement monitoring procedures to assess progress in relation to equality in employment.	Process for equality monitoring identified. Implementation of process in areas of recruitment and promotion	Research equality monitoring models Introduce equality monitoring		Equality Committee / Equality Action Team / Management Committee with Responsibility for Equality / Director of HR		