



**DARWIN  
GRAY**

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# Introduction

1. How we can make the best use of personal and personal sensitive data to ensure a diverse workforce
2. Top tips on how to instigate a positive culture change within your workforce by utilising incentives, consultations and exits



# Part 1 – best use of data to ensure diverse workforce

## **Purposes:**

1. Highlight possible inequalities
2. Help you investigate what the underlying causes might be
3. Remove any unfairness or disadvantage
4. Sends a clear message

## **Business benefits include:**

1. Wide pool of talent
2. Enhance public image
3. Reduce staff turnover
4. Increase interest in joining the organisation
5. Effective use of resources – avoid discrimination claims

# Part 1 – best use of data to ensure diverse workforce

## Top tips for recruitment:

- Keep equal opportunities form separate from job application form or CV before short-listing
- Use data to assess whether the recruitment process is meeting the needs of underrepresented groups:
  - Who is applying for jobs?
  - Who is successful or unsuccessful in the shortlisting process?
  - Who is successful or unsuccessful at the test or assessment stage?
  - Who is successful or unsuccessful at the interview stage?
- Is there any unconscious bias against a certain group?

# Part 1 – best use of data to ensure diverse workforce

## Use of questionnaires:

- Anonymise the data
- Personal data and special category data obligations:
  - Data Protection Policy
  - Privacy Notice - Inform your staff of their rights
  - Establish legal grounds for processing the data
  - Make sure consent is obtained when necessary
  - Train your staff on data protection issues

# Part 1 – best use of data to ensure diverse workforce

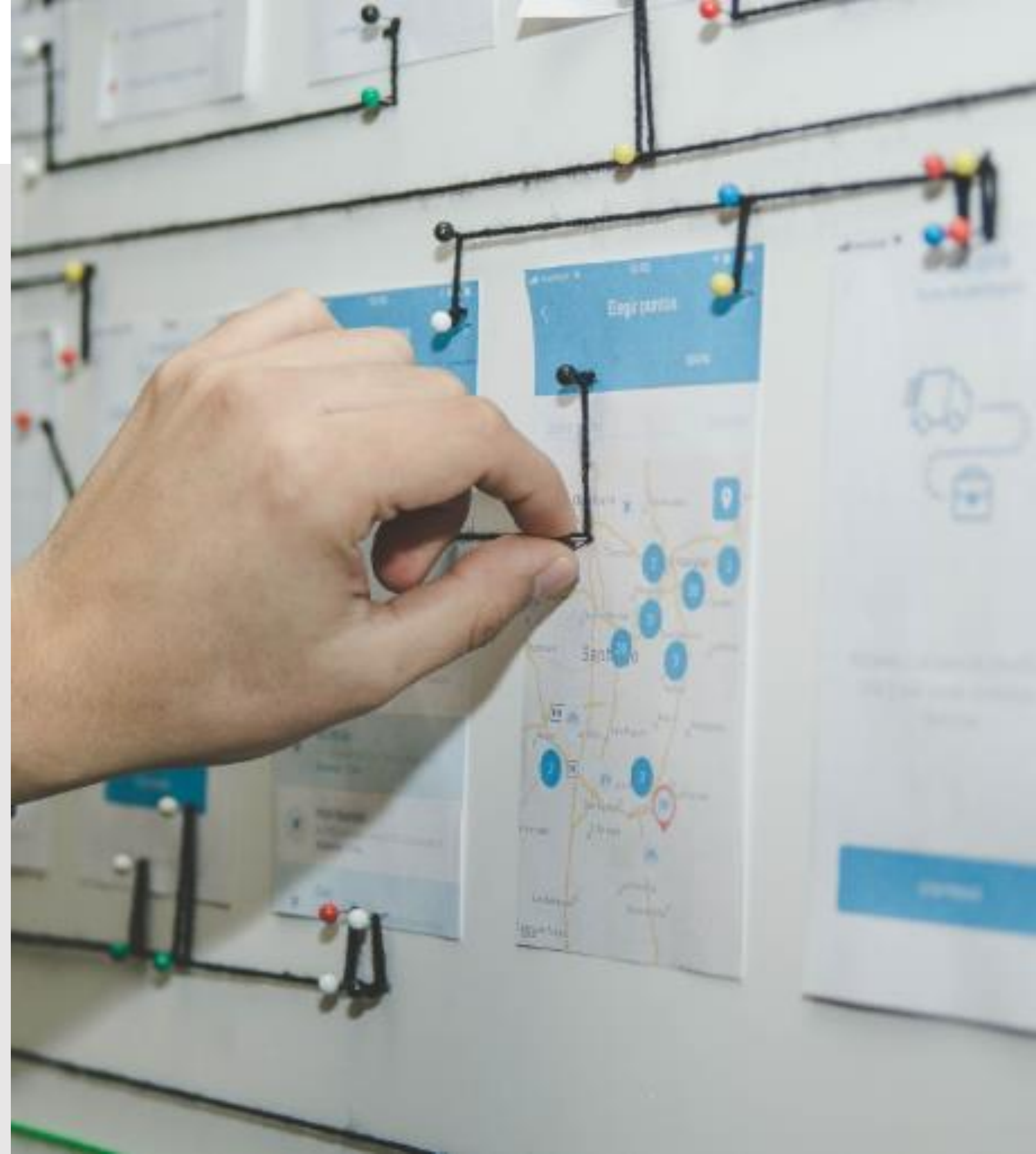
## During employment relationship:

- Data on pay, promotions, training, appraisals, grievances, dismissals and other reasons for leaving
- Assess:
  - Types of job, location, grade
  - Training
  - Promotions
  - Time spent at a certain grade or level
  - Effect of performance assessment procedures
  - Grievances
  - Disciplinary procedures
  - Who is leaving the organisation and why?

# Part 1 – best use of data to ensure diverse workforce

## Acting on results - recruitment:

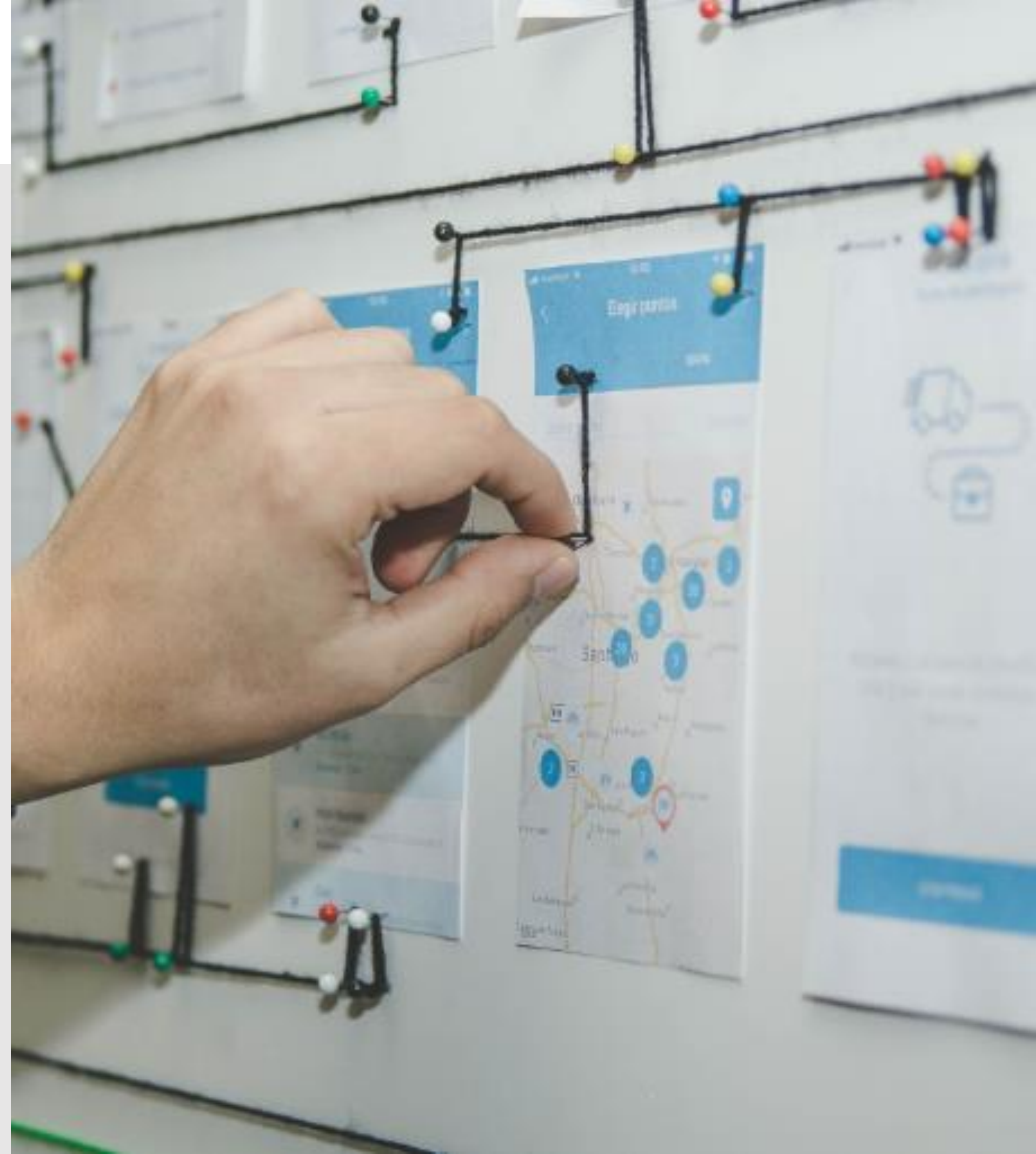
- Review of job adverts
- Targeted recruitment events and campaigns
- Pre-employment training
- Review of internal decision-making mechanisms and criteria



# Part 1 – best use of data to ensure diverse workforce

## Acting on results - employment:

- Existing prejudice or stereotypes?
- Internal campaigns
- Staff training
- Appropriate infrastructure and equipment
- Address career progression issues





# Part 2 – how to instigate positive culture change

## 1. Utilising incentives – financial

- Private medical insurance or life insurance
- Bonuses
- Consider Schedule 1 obligations

## Part 2 – how to instigate positive culture change

### 1. Utilising incentives – non-financial

- Flexible working arrangements
- Homeworking
- Holidays and other types of leave
- Progression and leadership opportunities
- Mentoring schemes

# Part 2 – how to instigate positive culture change

## 2. Consultations

- Formal consultations
- Restructures, redundancies, TUPE, change of terms or policies
- Could be:
  - Union consultation
  - Elected employee representatives
  - Elected staff workforce council
- Make it meaningful, mutual and positive
- Follow up meeting

# Part 2 – how to instigate positive culture change

## 2. Consultations

- Informal consultations
- Collecting knowledge and opinions “on the ground”
- Including employees in decisions
- Feeling valued

### When you might not want to:

- Unpopular policies?
- Unwanted attention?
- Imminent changes?

## Part 2 – how to instigate positive culture change

### 3. Exits – settlement agreements

- End employment relationship on agreed terms
- Resolve ongoing workplace dispute
- Benefits to employee
- Benefits to employer
- Mutual benefits
- Remember Schedule 1 obligations

## Part 2 – how to instigate positive culture change

### 3. Exits – garden leave / payment in lieu of notice

- Prevent potential employee disruption
- Check contract of employment
- Not always necessary or appropriate

# Part 2 – how to instigate positive culture change

## 3. Exits – transition to retirement

- Move to flexible or part-time positions
- Job sharing
- Changing roles
- Mentoring for younger employees
- Keeping in touch



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Thank you

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