

Equality of Opportunity : Workforce Monitoring

Action Plan 2007/08

	Actions Required	Leadership	Assessment of Progress
1.0	Governance		
1.1	Establish clarity on the extent to which NHS Lanarkshire meets and fails to meet statutory and good practice Duties in relation to Workforce Monitoring. (April 2007)	Kenneth Small	<ul style="list-style-type: none"> ▪ Clarity established (summarised in letter to CRE of 17th January 2007 and in SEHD analysis of 22nd April 2007).
1.2	Establish NHS Lanarkshire Board understanding of the Duties, the nature and scale of the challenge in meeting the Duties and the risks associated with continued failure on compliance. (April 2007)	Kenneth Small	<ul style="list-style-type: none"> ▪ Briefing paper presented to and discussed at NHSL Board Meeting on 28th February 2007. Paper established clarity on the General and Specific Duties and set out clearly the current assessment of compliance within NHS Lanarkshire. ▪ NHSL Board informed of Plans to address the challenge of progress to compliance.
1.3	Create and implement an Annual Action Plan to deliver continuous improvement by NHS Lanarkshire in compliance with the Duties. (May 2007 and ongoing)	Kenneth Small	<ul style="list-style-type: none"> ▪ Action Plan 2007/08 drafted and issued to Working Group for comment (Mid-May 2007) ▪ Approved June 2007.

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1.4	Establish and maintain momentum on progress through creation of a dedicated Working Group to deliver the Annual Action Plan. (From April 2007 and ongoing)	Kenneth Small	<ul style="list-style-type: none"> ▪ Working Group established under leadership of Kenneth Small. Membership includes HR, OD, IT and Diversity senior staff. (Group meeting monthly from February 2007). ▪ Action Plan for 2007/08 used as the agenda for meetings.
2.0	Monitoring the Workforce		
2.1	Utilise the NHSL Annual Workforce Plan (published in April each year) to capture and report on workforce monitoring information. (April each year)	Kate Thomas	<ul style="list-style-type: none"> ▪ Workforce monitoring information included in the 2007/08 Workforce Plan. ▪ Workforce Plan for 2007/08 to be published on the NHS L Website from April 2007.
2.2	Develop and enhance the fields of workforce reporting within the Annual Workforce Plan to achieve progress towards compliance. (April 2008)	Kate Thomas	<ul style="list-style-type: none"> ▪ Assessment of compliance of current workforce monitoring information to be completed by (?Date). (Kate Thomas to inform). ▪ Results of assessment to inform workforce monitoring fields and data for 2008/09 Plan. (April 2008)
2.3	Enhance NHS Lanarkshire's knowledge and understanding of the diversity of its workforce through a managed data capture exercise (by questionnaire) – as part of a national exercise to enhance the SWISS database. (March 2007 and ongoing)	Kenneth Small / Kate Thomas	<ul style="list-style-type: none"> ▪ NHS Lanarkshire Diversity Data Capture questionnaires issued throughout the workforce in March 2007. ▪ Return response as at April 2007 : 13% ▪ Analysis of response currently being completed to inform further management action from May 2007.

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2.4	<p>Establish and maintain a routine system to capture and record appropriate diversity information on newly employed staff within NHS Lanarkshire (From April 2007 and ongoing)</p>	<p>Kate Thomas / Marlene Fraser / Elspeth Martin</p>	<ul style="list-style-type: none"> ▪ Diversity data capture fields included on revised Staff Engagement Form (in use from March 2007). ▪ Issues of confidentiality flagged as a concern. ▪ System to be developed and implemented locally to resolve this. (From May 2007)
2.5	<p>Establish a robust legal position on concerns, re: confidentiality in reporting sensitive workforce monitoring information by occupational or other diversity category of staff with limited numbers. (May 2007)</p> <p>Apply the legal advice in practice in NHS Lanarkshire's workforce monitoring reports. (From June 2007 and ongoing)</p>	<p>Kate Thomas</p>	<ul style="list-style-type: none"> ▪ Kate Thomas to contact Central Legal Office for advice and report back to Working Group.
3.0	Monitoring Applications for Employment and Promotion		
3.1	<p>Maintain a system to capture, record, analyse and report on diversity information in relation to applications received for employment. (From April 2007 and ongoing)</p>	<p>Elspeth Martin</p>	<ul style="list-style-type: none"> ▪ Manual system has been in place since 1st April 2004. ▪ Currently piloting an IT system through an approach to On Line Recruitment. ▪ Current data capture does not include Medical and Dental staff.

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3.2	Extend the system to capture, record, analyse and report on diversity information in relation to applications received for employment from Medical and Dental Staff. (July 2007)	Marlene Fraser	<ul style="list-style-type: none"> ▪ Data Capture System in process of development and introduction.
3.3	Extend both of the systems set out in paragraphs 3.1 and 3.2 above to link the data captured on application with short listed and appointed candidates to facilitate complete data capture, recording, analysis and reporting for the full recruitment and selection process. (September 2007 and ongoing)	Elspeth Martin / Marlene Fraser	<ul style="list-style-type: none"> ▪ System in place for appointments other than Medical and Dental. Currently being piloted in the period 1st April – 30th June 2007. ▪ Planned to pilot the system for Medical and Dental Staff in the period 1st July – 30th September 2007.
3.4	Reports to be produced for the full recruitment and selection process as set out in paragraph 3.3 above across the Duties by: <ul style="list-style-type: none"> ▪ Division / Corporate Directorate ▪ Locality / Clinical Division ▪ Agenda for Change Job Families ▪ Pay Band within Agenda for Change Family ▪ Medical and Dental Grade. (July 2007 and ongoing)	Elspeth Martin / Marlene Fraser	<ul style="list-style-type: none"> ▪ Work in progress pending success in pilots set out in paragraph 3.3 above.

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4.0	Monitoring Applications for Training and Training Received		
4.1	Establish a robust NHS Lanarkshire wide information system to capture, record, analyse and report on training activity. This to include training applications received, training approved and training refused. (December 2007)	Morag MacDermid / Kenneth Small	<ul style="list-style-type: none"> ▪ Work has commenced to clean up the data held on training activities – this to include recognition of the importance of data capture on training received and refused. ▪ Improved levels and quality of data input are being achieved.
4.2	Make an assessment of need and if necessary implement new codes to fully record training activity.	Morag MacDermid / Kate Thomas	<ul style="list-style-type: none"> ▪ Assessment of need analysis commenced.
4.3	Pilot the NHS Lanarkshire wide information system in the period 1 st January – 31 st March 2008 with a view to full implementation from 1 st April 2008.	Morag MacDermid / Kenneth Small	<ul style="list-style-type: none"> ▪ Work in preparation for pilot has commenced.
5.0	Monitoring of Performance Appraisal		
5.1	Establish a system to capture, record, analyse and report on the results of the Executive and Senior Managers Pay staff cohorts annual round of appraisal and performance pay progression. (November 2007 and annually in November thereafter)	Geraldine Reilly	<ul style="list-style-type: none"> ▪ System currently in the process of development to meet the November 2007 target date.
5.2	Establish a robust legal position on concerns re : confidentiality in reporting sensitive performance assessment and remuneration information by occupational or other diversity category where there are staff of limited numbers. (May 2007)	Geraldine Reilly	<ul style="list-style-type: none"> ▪ Geraldine Reilly to liaise with Kate Thomas (see paragraph 2.5 above) to contact Central Legal Office.

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	Apply the legal advice in practice in production of the 2007 Report on Executive and Senior Managers' appraisal and performance pay progression. (November 2007)	Geraldine Reilly	
5.3	Establish a system to capture, record, analyse and report on the annual award or otherwise of Discretionary Points to Medical and Dental Staff. (November 2007 and annually in November thereafter)	Marlene Fraser	<ul style="list-style-type: none"> ▪ System currently in the process of development to meet the November 2007 target date.
6.0	Monitoring Disciplinary Action, Grievances and Claims of Harassment.		
6.1	Establish a system to capture, record, analyse and report on employment activity in relation to investigations, disciplinary action taken, grievances and claims of bullying and/or harassment.	John McNeil	<ul style="list-style-type: none"> ▪ Manual system in place since April 2005 to capture and report on this employment activity by occupational grouping. ▪ The system is now IT based, effective from April 2007. ▪ It is planned to produce a trial report utilising the data from 2006/07 consistent with the requirements of the Duties. ▪ This trial report will be produced in June 2007.
6.2	Establish a robust legal position on concerns, re: confidentiality in reporting sensitive information on discipline, grievance, bullying and harassment by occupational or other diversity category where there are staff of limited numbers. (May 2007)	John McNeil	<ul style="list-style-type: none"> ▪ John McNeil to liaise with Kate Thomas and Geraldine Reilly (see paragraphs 2.5 and 5.2 above) to contact Central Legal Office.

	Actions Required	Leadership	Assessment of Progress
7.0	Monitoring Staff Who Leave Employment		
7.1	<p>Review the current system to capture, record, analyse and report on the reasons staff have for leaving NHS Lanarkshire. Establish clear, consistent and meaningful data collection, proper and reliable coding of the data and priority with Managers / Supervisors ensuring completion of the data capture documentation.</p> <p>(September 2007)</p>	Kate Thomas	<ul style="list-style-type: none"> ▪ Current system recognised as of partial benefit. ▪ Review launched – in conjunction with Caroline Hutchison, National Project Manager for SWISS.
7.2	<p>Extend the Reasons for Leaving data capture, recording, analysis and reporting system to include employment activity on staff changing role within NHS Lanarkshire.</p> <p>(March 2008)</p>	Kate Thomas	<ul style="list-style-type: none"> ▪ Work to commence on this matter in the near future.