

Application: The Scottish Government

Workplace Equality Index

Summary

ID: WEI23-4771421388

Last submitted: 29 Sep 2022 04:47 PM (BST)

Data protection & privacy statement

Completed - 22 Aug 2022

Data protection & privacy statement

You will need to agree to the data protection & privacy statement to continue with the rest of your application.

Data protection and privacy statement

This privacy statement sets out how Stonewall uses and protects any information that you give Stonewall when you use this website.

Stonewall is committed to ensuring that your privacy is protected. Should we ask you to provide certain information by which you can be identified when using this website, then you can be assured that it will only be used in accordance with this privacy statement.

Stonewall may change this statement from time to time by updating this page. You should check this page from time to time to ensure that you are happy with any changes. This statement is effective from 15/06/2021.

Stonewall agree to comply with any applicable legislation relating to data protection or privacy of individuals, the "Regulation" (which means Regulation (EU) 2016/679 of the European Parliament and the Council ("General Data Protection Regulation") and its national implementing laws, as well as any applicable laws or regulations on cyber security ("Data Protection Laws").

Data controller and processors

Stonewall Equality Ltd acts as Data Controller for all data processed for the Workplace Equality Index, Global Workplace Equality Index, Schools and College Awards and CYPs Awards. We use SMAApply as a third-party data processor for the purposes of secure storage and have appropriate contracts and procurement checks in place to ensure they both comply with our terms set as Controller as well as all relevant data protection laws.

What we ask you to submit

Whilst registering and completing a submission, we may ask you to submit the following information:

- Names and job titles of submitters and collaborators
- Contact information including email address of submitters and collaborators
- Information about your organisation, such as postcodes and sector
- Information and files as supporting evidence for submissions such as:-
 - Policies
 - Communications
 - Screenshots of intranet posts
 - Descriptions of processes and ways of working
 - Examples of training
 - Case studies
 - Schools/Colleges only: photographs (see additional information below)
 - Schools/Colleges only: screenshots of school procedures/systems, e.g. SIMS
 - Schools/Colleges only: minutes/agendas from Governing Body meetings

Our lawful basis for processing the names, job titles, and contact information of submitters and collaborators is contractual.

Please note that whilst completing your submission you may be asked to provide pieces of evidence that reference individuals, such as personal profiles. Wherever possible you should redact personal data from this evidence, for example by covering names and photographs. If you do need to share personal details (for example for an individual award nomination), it is your responsibility to ensure you have the permission of the individual to share this information with Stonewall. We are relying on third party consent to process this data, so it is imperative that you receive explicit permission. Schools and Colleges should never submit details that can identify individual children.

What we do with the information you submit

Stonewall may use the information you submit for the following purposes related to the Workplace Equality Index and to further LGBT equality and inclusion in the workplace:

- Stonewall will use the information you submit to review, score and rank your organisation in comparison to other entrants.
- The information supplied is confidential between Stonewall and the applicant/organisation.
- Any ranks outside of the Top 100 will remain confidential between Stonewall and the applicant/organisation.
- Any scoring or comments made on the submission is confidential between Stonewall and the applicant/organisation, except for purposes outlined below.
- Aggregated scores, information and data may be used to identify national, regional and sector trends and patterns of work. This information may be published in Stonewall resources or publications. Where individual organisations or individuals are named, permission to do so will be sought.
- Individual practice, where deemed good practice by Stonewall, may be shared with other organisations either directly through Stonewall Account Managers, or within resources produced by Stonewall. Before any practice is shared, permission will be sought from the organisation in question.
- Demographic data about your organisation, for example number of employees, will be used for internal record keeping, aggregated analysis that may be published, and to improve our offers and services.

Stonewall may use the information you submit for the following purposes related to the School and College Champion Awards and to further LGBT equality and inclusion in schools and colleges:

- Stonewall will use the information you submit to review your school or college against the criteria for the School or College Award for which you are applying.
- The information supplied is confidential between Stonewall and the school or college.
- Any scoring or comments made on the submission are confidential between Stonewall and the school or college, except for purposes outlined below:
 - Individual practice, where deemed good practice by Stonewall, may be shared with other schools or colleges either directly by the Stonewall Education Team, or within resources produced by Stonewall. Before any practice is shared, permission will be sought from the school or college in question.
 - Demographic data about your school or college, for example whether you are a primary or

secondary school, will be used for internal record keeping and to improve our offers and services.

Stonewall may use the information you submit for the following purposes related to the CYPs Award and to further LGBT equality and inclusion:

- Stonewall will use the information you submit to review, score and rank your organisation in comparison to other entrants
- The information supplied is confidential between Stonewall and the applicant/organisation.
- Any scoring or comments made on the submission is confidential between Stonewall and the applicant/organisation, except for purposes outlined below.
- Information and data may be used to identify national and regional patterns of work. This information may be published in Stonewall resources. Where individual organisations or individuals are named, permission to do so will be sought
- Individual practice, where deemed good practice by Stonewall, may be shared with other organisations either directly through Stonewall Account Managers, or within resources produced by Stonewall. Before any practice is shared, permission will be sought from the organisation in question
- Demographic data about your organisation will be used for internal record keeping and to improve our offers and services

We are committed to ensuring that your information is secure. In order to prevent unauthorised access or disclosure, we have put in place suitable physical, electronic and managerial procedures to safeguard and secure the information we collect online.

Data retention and access

For the Workplace Equality Index and Global Workplace Equality Index, we will endeavour to hold and provide access to your submissions on Stonewall Submit for four years after the submission deadline. However, it is your responsibility to retain an internal copy of your submission. After 4 years, your submission will be deleted from our systems.

For Education and Youth awards, we will delete your submission from our systems once your result has been returned to you. It is your responsibility to retain an internal copy of your submission.

When individuals change roles or leave an organisation, we will transfer submission access to verified new contacts at the organisation.

Links to other websites

Our website may contain links to other websites of interest. However, once you have used these links to leave our site, you should note that we do not have any control over that other website. Therefore, we cannot be responsible for the protection and privacy of any information which you provide whilst visiting such sites and such sites are not governed by this privacy statement. You should exercise caution and look at the privacy statement applicable to the website in question.

Controlling your personal and organisational information

We will not sell, distribute or lease your personal information to third parties unless we have your permission or are required by law to do so.

You may request details of personal information which we hold about you under the Data Protection Laws. Please visit our wider Privacy Policy under 'Your Rights' to see how to do this.

If you believe that any information we are holding on you is incorrect or incomplete, please write to or email us as soon as possible, at the above address or:

- memberships@stonewall.org.uk for queries related to the Workplace Equality Index or Global Workplace Equality Index
- education@stonewall.org.uk for queries related to School Champion Awards and College Champion Awards
- cyps@stonewall.org.uk for queries related to CYPs Champion Awards

We will promptly correct any information found to be incorrect.

Survey Monkey Apply data protection and privacy

This site has been built and is managed using Survey Monkey Apply, an online application system.

You can find the [Survey Monkey Apply privacy statement here.](#)

You can find the [Survey Monkey Apply security statement here.](#)

Stonewall privacy policy

You can find the main [Stonewall privacy policy here.](#)

Tick here to show us you've read and understood the Stonewall data protection and privacy policy.

I've read and understood the data protection and privacy policy

About your organisation

Completed - 22 Aug 2022

About your organisation

You will need to tell us a bit about your organisation.

About your organisation

How should we refer to your organisation?

We need to know so that, if your organisation is in the Top 100, we can celebrate your achievement.

What is your organisation's name?

This is the name that will be used in the Top 100 Employers report and associated publications if your organisation receives an award.

This doesn't have to be your organisation's full legal name.

You should use the most recognisable public-facing name for your organisation.

The Scottish Government

When we refer to 'The Scottish Government' in a sentence, what should we say?

For example, Universities often include 'the' before their name

The Scottish Government

What sort of work do you do?

We need to know so that we can provide you with analysis of your results in comparison to similar organisations, and celebrate the achievements of a range of Top 100 award winners in all parts of the UK economy.

Which of the following best describes your sector type?

Public

Which sector best fits your organisation?

Government & Regulators

Where are you based?

We need to know so that we can provide you with analysis of your results in comparison to similar organisations, and celebrate the achievements of some of our Top 100 entrants in all parts of the UK.

Where is your organisation headquartered?

Which part of the UK is your organisation headquartered in?

Scotland: Central Scotland

What is the UK postcode of your organisation's headquarters?

You can use the Royal Mail postcode finder: <https://www.royalmail.com/find-a-postcode>

Postcode	EH11 3XD
Our headquarters do not have a UK postcode	✘

Which of the following parts of the UK does your organisation have offices, premises or branches in?

When we refer to offices, branches, or premises, we are not referring to the locations where staff work from home.

Responses Selected:

Scotland: Central Scotland
Scotland: Glasgow
Scotland: Highlands and Islands
Scotland: Lothian
Scotland: Mid Scotland and Fife
Scotland: North East Scotland
Scotland: South Scotland
Scotland: West Scotland

How many staff do you employ in the UK?

We need to know so that we can provide you with analysis of your results in comparison to similar organisations.

How precise a number are able to provide of the number of staff you employ in the UK?

We can offer an rounded estimate, correct within 5%

How many staff do you employ in the UK?

18000

Eligibility for Scottish, Northern Ireland and Welsh Employer of the Year awards

Entrants who are headquartered in or operate in Scotland, Northern Ireland or Wales are eligible for our employer of the year awards. Three awards are given: one for an employer in Scotland, one for an employer in Northern Ireland, and one for an employer in Wales.

If your organisation achieves Top 100 status, you are automatically eligible for the employer of the year awards.

We sometimes offer these prestigious awards to employers who aren't listed in the Top 100. We need to know if you want to be eligible for employer of the year awards even if you don't achieve Top 100 status.

Would you like your organisation to be eligible for an employer of the year award even if you are not in the Top 100?

Yes, we would like to be eligible for an employer of the year award regardless of our Top 100 status

Staff Feedback Questionnaire

Completed - 29 Sep 2022

Staff Feedback Questionnaire

This section allows you to generate a unique URL for our Staff Feedback Questionnaire. The Staff Feedback Questionnaire is a part of the Workplace Equality Index. We will anonymously capture the experiences, attitudes and skills of both your LGBTQ+ and non-LGBTQ+ staff.

We generate URLs twice a week for entrants who request them. Once we have generated the URL, we will send it to the lead applicant on your submission. You will then need to send it to all of your staff.

The survey will be open from the 25th of July until the 25th of November, which is after the employer submission deadline of the 20th of September. Applicants who start their submissions early may have to wait a while before we start to distribute URLs.

Entering the Staff Feedback Questionnaire

Would you like us to generate a unique URL, so that you can participate in the Staff Feedback Questionnaire this year?

Yes, as soon as you're able to

How would you like your organisation's name to appear to your staff on your staff feedback questionnaire response forms?

If you have completed the 'about your organisation' section, you will have told us your organisation's name.

We know that some organisations use a different name internally as opposed to their public-facing brand.

The name of your organisation will appear at the top of the survey page when your staff open the link. We do this so that they understand that whilst their responses are anonymous, they are feeding back about your organisation and to your organisation.

If you haven't completed the 'about your organisation' section, and you select the top option here, you'll need to the 'about your organisation' section and fill out the parts about your organisation's name.

The same as our external-facing name and brand

Would you like us to generate a copy of your staff feedback questionnaire forms in Welsh?

No

What is your organisation's Welsh language name?

Most of our entrants who distribute the staff feedback questionnaire link in Welsh, use the Welsh name for their organisation.

You may choose to use your English name.

(No response)

Sharing the Staff Feedback Questionnaire with all of your staff

This page is for submitting evidence that you have sent the staff feedback questionnaire to all UK-based staff at your organisation

If you've only just requested your link, we understand you won't have received it yet!

You can just hit save and continue, and you'll be able to come back to this page and fill in the rest later.

You don't have to hit 'submit' to receive your link. All we need is your agreement to take part, and your organisation's name, either from the 'About your organisation' page or from the previous page. If you've provided those details, sit tight, and we'll get the link to you.

Has the staff feedback questionnaire been sent to all staff at your organisation?

Guidance:

- This should include all the staff you can reach digitally to complete the questionnaire.
- Evidence could include a screenshot of an intranet post or internal email.
- You must share the survey with all staff, not just, for example, your LGBTQ+ Employee Network Group members.
- This question is worth 2 of 20 points available for the staff feedback questionnaire.

No, but we plan to do so after the employer submission deadline, we would like Stonewall to get in touch with us about submitting the evidence

Upload an all-staff communication promoting the questionnaire.

Section 1: Policies and benefits

Completed - 29 Sep 2022

Section 1: Policies and benefits

This section examines the policies and benefits the organisation has in place to support LGBTQ+ staff. The questions scrutinise the policy feedback process, policy content and provision of specific support.

1.1 Does the organisation have a process to ensure all employees can feedback on the inclusiveness of relevant policies (for example, HR policies)?

What we're looking for:

- A process that's open to all employees and applies across all relevant policies. Relevant policies include HR policies, for example leave policies.
- If feedback does not trigger immediate reviews, regular, periodic policy reviews that consider the feedback.

Yes

Describe the process, how it is communicated, and what action the feedback triggers (max. 500 words).

Our Equality Impact Assessment (EQIA) is a structured process undertaken when developing or revising policies or practices. Evidence and data is used to analyse how changes may impact on members of protected groups. EQIAs provide a clear mechanism for feedback for all Directorates and Agencies of SG.

In the past year SG has supported EQIAs through the development of resources, workshops and guidance. These are hosted on Saltire (SG's Intranet and on Pathways (SG's learning platform) within a dedicated Diversity and Inclusion section which hosts over 100 D+I digital learning resources. EQIAs for our employer functions were identified as an area for improvement. In response we have created an 'EQIA one-stop shop'. This includes FAQs, examples of completed EQIAs, a template with embedded guidance, and an evidence finder. The D+I team deliver a rolling support programme to build capability of staff who are completing EQIAs in real time. There is additional peer support available from our volunteer EQIA champions. HR also track and monitor EQIAs scheduled and completed, reporting on this quarterly to the senior management team.

Diversity data is published internally on our D&I dashboard every 6 months. It pulls our employer data into one user friendly tool which is used by staff to inform their EQIA's.

The Scottish Government Staff Diversity Network Support Framework (introduced in June 2022) includes two specific mechanisms to support network members to engage on relevant HR policies and processes. The first is a structured approach to gathering employee insights to increase our qualitative data to

support EQIAs.

It was tested during our Comments and Moderation Policy review. We also tested a tailored approach to engaging with our trans staff, commissioning Scottish Trans Alliance to host a separate focus group to provide a safe, fully confidential space. This method was successful in ensuring that lived experience was heard and acted upon.

The second is the development of effective engagement routes for collaborative working, to enable networks to share feedback throughout development and delivery of relevant policies and processes. The underpinning processes are co-designed with networks to ensure they support timely and meaningful routes for feedback.

SG has a partnership agreement with the Council of Scottish Government Unions (CSGU) who are recognised for collective bargaining and employee relations. Staff raise policy concerns with their representative on an ad hoc basis. The CSGU are also involved in consultations and coproduction when policies are developed.

The HR D&I Team mailbox can be used by any staff member to directly contact the team on diversity related policy or practice.

Informal feedback is integrated into the Saltire platform. All final policies, changes to processes and practice on HR Policy is communicated to staff. Staff can comment which is then fed back to the page owner.

Formal feedback mechanisms such as staff surveys are also conducted on key topics and themes. Formal engagement sessions are also held with stakeholders including networks when a policy is being developed.

Describe any previous outcomes of the process (max. 500 words).

EQIA. SG's Employee Passport was developed this year. Its EQIA is publicly available and can be found on the SG's website. We considered the gaps in data relating to the protected characteristics of gender reassignment and sexual orientation, captured the potential impact of this new policy on these groups, and used insights from the EQIA to inform the development of the passport. In relation to trans staff, under assessing impact and identifying opportunities, it was noted that;

“The passport will provide a forum for the trans person to talk about their situation. Once recorded, this

can then be passed to future line managers and the situation should become increasingly easier with the trans person not having to constantly retell their story or start from scratch.”

Co-production & Partnership working with CSGU / Networks. SG’s Standards of Behaviour Policy & Grievance Procedure were drafted by joint working group via dedicated development sessions with Unions and networks. Opportunity for all staff to feedback was created by publishing the policies on Saltire, and scheduling a call for feedback after a month of the policy being in place. All staff/networks were asked;

- how the policy would be used.
- if there were any barriers that could be foreseen in using the policy and procedure
- how to help others in the network in using the policy.
- what further support may be required to enable this policy to fully utilized.

A diverse range of views were received and all inputs considered in discussion with trade union colleagues. Networks were updated on emerging themes and responses/actions were communicated across the whole workforce. The LGBTI+ network contributed actively to this process.

The refreshed Trans Equality and Inclusion Policy has been co-produced by the LGBTI+ Network, Unions and LGBTI policy colleagues. This particular review has demonstrated the value of collaborative working, with the coproduction group providing a valuable mechanism for direct and open communication between HR and the Network. The network representatives also bring anonymised feedback gathered from trans and non-binary network members to ensure that, although they do not wish to be directly involved in the work, their voice and views can directly inform it.

Review prompted by specific concerns (D&I Team mailbox, Informal Feedback, Union Feedback). The review of our Comments and Moderation Policy was prompted by concerns raised by LGBTI+ staff, that some comments on Saltire may not be in line with civil service values. A co-design team comprising D+I, Internal Comms and an SCS diversity champion completed the review. This was supported by a steering group and informed by an insights report developed from focus groups with a range of networks and all staff groups to capture their employee experience of Saltire comments.

Formal Feedback. In August 2022 SG conducted a staff survey on hybrid working to gather feedback about staff’s experience of hybrid working arrangements. This will inform the Executive Team’s autumn review of the hybrid working trial and feed into our Corporate Transformation Programme

1.2 Does the organisation have a policy (or policies) that includes the following?

What we're looking for:

- A and B – a policy or policies clearly stating that the organisation will not tolerate discrimination, bullying or harassment against employees on the basis of the Equality Act 2010 protected characteristics of sexual orientation or gender reassignment. These may be listed along with other protected characteristics.
- B – a statement that includes 'gender identity and expression' as well as the protected characteristic of gender reassignment.

Tick all that apply.

Responses Selected:

A. Explicit ban on discrimination, bullying and harassment based on sexual orientation

B. Explicit ban on discrimination, bullying and harassment based on gender identity and gender expression

F. Clear information about how to report an incident and how complaints are handled

Upload the selected policies with the relevant sections highlighted.

[Stonewall WEI 2023 - 1.2 - Civil Service Code PDF.pdf](#)

Filename: Stonewall WEI 2023 - 1.2 - Civil Service Code PDF.pdf **Size:** 48.0 kB

[Stonewall WEI 2023 - 1.2 - EVIDENCE - Grievance Policy and Procedure PDF.pdf](#)

Filename: Stonewall WEI 2023 - 1.2 - EVIDENCE - Grievance Policy and Procedure PDF.pdf **Size:** 573.5 kB

[Stonewall WEI 2023 - 1.2 - EVIDENCE - Standards of Behaviour Comments Moderation Grievance Trans non binary Policies - In the Service of Scotland.docx](#)

Filename: Stonewall WEI 2023 - 1.2 - EVIDENCE - Standards of Behaviour Comments Moderation Grievance Trans non binary Policies - In the Service of Scotland.docx **Size:** 8.6 MB

Provide a brief description of the policy/policies you have uploaded (max. 200 words).

Grievance Policy & Procedure states that SG is an equal opportunities employer, where staff work in an environment free from bullying, harassment, discrimination and victimisation. Guidance sets out reporting and handling. This replaces the previous Fairness at Work policy that had been in use since it's last revision in September 2010.

Standards of Behaviour Policy sets out expectations of behaviour in line with legislation and our organisational values. It details behaviours which are unacceptable in the workplace, and clear routes to raise concerns / allegations of inappropriate behaviour (experienced or witnessed).

Trans and Non Binary Equality + Inclusion Policy describes our commitment to ensuring that trans and non-binary colleagues can be themselves at work, are treated with equality of opportunity, dignity and respect, and are protected from bullying, harassment and victimisation.

Civil Service Code establishes the basic expectations of all Civil Servants to act with honesty, integrity, objectivity and impartiality, whilst In the Service of Scotland builds on this by asking Scottish Civil Servants to be inclusive, collaborative, innovative and kind.

Saltire Comments & Moderation policy describes the standards of behaviour expected from all staff when commenting on any Saltire article on SG's intranet.

1.3 Where the organisation has the following family and leave policies, do they use inclusive language and explicitly state that they are applicable regardless of gender and sexual orientation?

What we're looking for:

- Policies explicitly stating that they apply regardless of the employee or the employee's partner's gender.
- Policies using gender-neutral or gender-inclusive language throughout to make it clearer that relevant LGBTQ+ employees are covered.

Tick all that apply.

Responses Selected:

A. Adoption Policy
B. Special or Compassionate Leave Policy
C. Maternity Policy
D. Paternity Policy
E. Shared Parental Leave Policy

Upload the selected policies.

[Stonewall WEI 2023 - 1.3 - EVIDENCE - Adoption Policy.docx](#)

Filename: Stonewall WEI 2023 - 1.3 - EVIDENCE - Adoption Policy.docx **Size:** 30.8 kB

[Stonewall WEI 2023 - 1.3 - EVIDENCE - Maternity Leave Guide.docx](#)

Filename: Stonewall WEI 2023 - 1.3 - EVIDENCE - Maternity Leave Guide.docx **Size:** 30.0 kB

[Stonewall WEI 2023 1.3 EVIDENCE Paid Special Leave.docx](#)

Filename: Stonewall WEI 2023 1.3 EVIDENCE Paid Special Leave.docx **Size:** 25.4 kB

[Stonewall WEI 2023 1.3 EVIDENCE Paternity Policy.docx](#)

Filename: Stonewall WEI 2023 1.3 EVIDENCE Paternity Policy.docx **Size:** 29.2 kB

[Stonewall WEI 2023 1.3 EVIDENCE Shared Parental Leave Policy.docx](#)

Filename: Stonewall WEI 2023 1.3 EVIDENCE Shared Parental Leave Policy.docx **Size:** 1.5 MB

Provide a brief description of the policy/policies you have uploaded (max. 200 words).

These policies provide a range of support and guidance to employees regarding leave and absence. We have policies related to all the above. Our policies explicitly state that they apply to all staff. The Special Leave Policy for example includes the following statement about Carer's Leave;

"You may grant paid special leave to a colleague who is caring for someone who has a long-term illness, is very frail or has a disability.

The person cared for may be of any age. They can be a relative, a partner (including same-sex partner) or friend. They don't have to be living with your colleague."

The policies for Leave, Adoption, Special Leave and Shared Parental Leave all avoid using gendered language. Policy for Paternity states;

"Our paternity leave policy is designed to support you to care for your new child. This policy applies to all employees and a reference to 'partner' or 'spouse' includes same-sex partners and spouses".

Our policy for Maternity starts with the following statement;

"The Scottish Government provides a range of family-friendly benefits to help you manage family life and working life. Our maternity leave policy is designed to support you before and after your baby is born."

1.4 Does the organisation have a trans inclusion policy that covers the following?

What we're looking for:

- A policy containing information about the inclusion of all trans employees, regardless of whether they are currently transitioning.
- C - inclusive guidance that all trans employees can use the facilities that align with their lived gender and explaining your commitment to introducing gender-neutral facilities, if not already widely available.
- D - guidance on dress code offered regardless of whether you have a uniform or dress code policy. Guidance making clear that all employees, including trans and non-binary employees, are encouraged to wear the uniform or dress that they feel most comfortable in. Provision for gender fluid employees to have multiple uniforms.

Tick all that apply.

Responses Selected:

A. A clear commitment to supporting all trans people, including those with non-binary identities

B. Information on language, terminology and trans identities, including non-binary identities

C. Guidance on facilities for trans employees, including non-binary employees

D. Guidance on dress code for trans employees, including non-binary employees

E. A clear commitment to confidentiality and data protection for trans staff

Upload the selected policies.

[Stonewall WEI 2023 - 1.4 - EVIDENCE - Trans and Non Binary Equality and Inclusion Policy.docx](#)

Filename: Stonewall WEI 2023 - 1.4 - EVIDENCE - Trans and Non Binary Equality and Inclusion Policy.docx

Size: 80.6 kB

Provide a brief description of the policy/policies you have uploaded (max. 200 words).

A refreshed version of our original 2018 Trans Policy was published in September 2022. This policy was co-produced by LGBTI+ Staff network, Unions and policy colleagues and demonstrates our strengthened commitment to enhancing trans and non-binary equality and inclusion in the workplace. The policy includes an updated guide to terminology and legislation, and clearly defines the commitments of the organisation, and the actions expected by all staff to support trans inclusion in the workplace. The procedure section of the policy clearly defines processes for transitioning in the workplace, absence management, confidentiality and data protection, dress codes and facilities use. It is designed to be used as guidance to both trans colleagues, their line managers, and all SG staff. The policy applies to all SG staff and those of its agencies, and is found on the intranet. A full programme of communications and engagement around promotion and implementation was also developed.

1.5 Does the organisation have a policy (or policies) to support employees who are transitioning that covers the following?

What we're looking for:

- Guidance contained within a trans inclusion policy, separate guidance alongside a trans inclusion policy, or guidance in a stand-alone transitioning at work policy.
- Explicit non-binary inclusion.
- A and C - a commitment that the employee will be allowed the time off that they need for transition-related treatments or appointments and that any leave will be recorded separately to sick leave.

Tick all that apply.

Responses Selected:

A. Work related guidance for an employee who is transitioning

B. Work related guidance on the process for an employee to change their name and gender marker on workplace systems

C. Work related guidance around data protection and confidentiality

D. Work related guidance for managers on how to support an employee who is transitioning

E. Work-related guidance for employees on how to support a colleague who is transitioning

Upload the selected policies.

[Stonewall WEI 2023 - 1.5 - EVIDENCE - Employee Passport.docx](#)

Filename: Stonewall WEI 2023 - 1.5 - EVIDENCE - Employee Passport.docx **Size:** 230.5 kB

[Stonewall WEI 2023 - 1.5 - EVIDENCE - Gender Reassignment and Transitioning Pathway.docx](#)

Filename: Stonewall WEI 2023 - 1.5 - EVIDENCE - Gender Reassignment and Transitioning Pathway.docx

Size: 570.9 kB

[Stonewall WEI 2023 - 1.5 - EVIDENCE - Trans and Non Binary Equality and Inclusion Policy.docx](#)

Filename: Stonewall WEI 2023 - 1.5 - EVIDENCE - Trans and Non Binary Equality and Inclusion Policy.docx

Size: 80.7 kB

Provide a brief description of the policy/policies you have uploaded (max. 200 words).

Our 2018 Trans and Non Binary Equality and Inclusion Policy was refreshed in September 2022. This policy was co-produced by the LGBTI+ Staff network, Unions and policy colleagues. The policy includes an updated guide to terminology and legislation, and clearly defines the commitments of the organisation, and the actions expected by all staff. The procedure section of the policy clearly defines processes for transitioning in the workplace, absence management, confidentiality and data protection, dress codes and facilities use, and provides guidance to both trans colleagues and their line managers.

The Gender Reassignment and Transitioning Pathway is a suite of learning resources available via SG's online learning platform (Pathways). This is curated by the D+I Team (People Directorate) in collaboration with other policy teams and the LGBTI+ network. It provides a range of resources accessible to all SG staff from 'Basics to Trans Inclusion' to introductions to policies and supporting individuals.

The Employee Passport was developed to provide a framework for all staff to have a discussion with their manager about any circumstances, disabilities, health conditions or commitments which may impact on their work. And to agree adjustments, focusing on removing barriers to allow people to perform at their best.

1.6 Does the organisation have a formal commitment to introduce gender-neutral facilities in all its buildings?

What we're looking for:

- If gender-neutral facilities are not already available in all buildings, a formal commitment to introduce some gender-neutral facilities in any new builds or to include some gender-neutral facilities as a requirement of any new leases.
- A commitment that's signed off by senior leaders and published internally.
- Provision of gender-neutral facilities that's in addition to accessible facilities.

Yes

Provide a brief description of the organisation's current provision, its commitment to introducing gender-neutral facilities and how this has been formalised (max. 500 words).

The Scottish Government has introduced gender neutral toilets in some buildings and has made a formal commitment in our Trans and Non-Binary Equality and Inclusion Policy to provide gender neutral facilities in all new buildings;

“(SG is aiming) to provide access to gender neutral facilities in all buildings within Scottish Government..”... “Trans staff should choose to use the facilities they feel most comfortable with, including using accessible toilets if they prefer..’

Gender Neutral toilets are currently available in;

- Victoria Quay,(Edinburgh)- 45 Gender neutral toilets on the ground and first floors opposite the lifts.
- Atlantic Quay 5 (Glasgow)- 24 Gender neutral toilets on the ground and first floors opposite the lifts.
- Marine Lab (Aberdeen) 17

A full EQIA was completed in 2018 for the Smarter Workplaces initiative. This involved engagement with the LGBTI+ Network. Impact on gender reassignment and sex as part of this process recommended modifications to the two new developments of Atlantic Quay & Victoria Quay and these were enacted when the buildings opened in July 2021.

Atlantic Quay (Glasgow)

These facilities are on two floors of the building and are open to all individuals working or visiting the building, giving individuals the choice of using gender neutral or gender specific facilities. Toilet facilities have a shared sink but enclosed cubicles. Accessible/Male/Female toilets are available on the other floors so users of the building have a choice over which facilities to use. This has no impact on visitors to the building as they can be escorted when in the building and so can be taken to toilets on the higher floors if they do not wish to use these facilities.

Victoria Quay (Edinburgh)

Introduction of gender neutral toilets across have been provided across the 1st, 2nd and 3rd floors of Victoria Quay. In Victoria Quay the gender neutral toilets are completely enclosed with no shared washing facilities. The location and type of toilet will be replicated on the ground floor when it is refurbished. Accessible/Male/Female toilets are also available across the floors so users of the building have a choice over which facilities to use.

This approach is echoed in the following statement from the Workplace Division;

'An Accessibility and Inclusion Workplace Strategy has been developed, along with an EQIA, to have a strategic approach for Workplace Division to deliver its functions in a manner which considers all aspects of making our core estate offices as accessible and inclusive as possible for all from design to delivery.

This will form a key element of the SG Estate Strategy and Asset Plan. Work is underway in Workplace Division to create an Implementation Plan which will take forward actions to delivery against the ambition of the strategy.'

Whenever refurbishing buildings/toilets we actively look to improve accessibility for all staff. An example of this is at Marine Laboratory, Aberdeen, where we undertook a toilet refurbishment and installed individual gender neutral "superloos".

1.7 Does the organisation provide its employees with private healthcare insurance?

Your answer will direct you to the correct question for 1.7.

No

1.7 In the last three years, has the organisation scrutinised and developed the LGBTQ+ inclusivity of its mental health support provision?

What we're looking for:

- At least one action you've taken in the last three years.
- Provision could include your employee assistance programme, affiliated counselling services or internal mental health first aiders.
- Scrutiny should be specific, such as asking about a provider's LGBTQ-specific training for frontline employees.

Yes

Describe how you scrutinised the provision and what the actions were. Please provide specific dates or time periods within the last three years (max. 300 words).

Much of our mental health awareness and support is provided by our external “Employee Assistance Service” provider. This includes telephone, virtual and face to face counselling provision. During the Covid pandemic we were aware that the needs of our diverse staffing group would differ and we were keen to ensure that our EAS could provide a service that could meet the needs of our staff. We engaged with our staff networks in particular our LGBTI+ network and our Race Equality Network to understand what their needs were for this provision. Our staff told us that they would like to have access to counsellors who had a similar lived experience to them and were looking for bespoke sessions and learning circles that could be developed to meet specific concerns. Our EAS provider has provided counsellors from specific backgrounds or who belong to a specific group i.e. ethnic minority or LGBTI. They have also been able to provide us with 4 specific bespoke sessions that they can create and deliver for our staff networks. All SG staff also have access to free confidential support, advice and counselling from the HR People Advice and Wellbeing Counsellors.

The following question is for information gathering purposes only and is not scored.

1.8 Has the organisation reviewed other policies to ensure they are LGBTQ+ inclusive?

What we’re looking for:

- This might include menopause or andropause policies.
- This might also include domestic abuse policies.

Yes

Upload the policies.

[Stonewall WEI 2023 - 1.8 - EVIDENCE - Domestic Abuse Policy.docx](#)

Filename: Stonewall WEI 2023 - 1.8 - EVIDENCE - Domestic Abuse Policy.docx **Size:** 50.2 kB

[Stonewall WEI 2023 - 1.8 - EVIDENCE - Menopause Policy.docx](#)

Filename: Stonewall WEI 2023 - 1.8 - EVIDENCE - Menopause Policy.docx **Size:** 44.5 kB

Provide a brief description of the policy/policies you have uploaded (max. 150 words).

Domestic Abuse Policy

This guidance was introduced in January 2022 and explains some of the signs and impacts of domestic abuse and how colleagues and staff can support someone in this situation. It also contains reference to support organisations that can help, including one that can support people who identify as LGBTI+. We have sought feedback from staff networks to ensure we are careful to include all intimate relationships and advise that domestic violence can happen to anyone, no matter their protected characteristic.

The Menopause Policy was introduced in August 2022 and provides guidance to staff on supporting people who experience menopause symptoms. It includes the following sentence;

“It might not always be obvious who is experiencing menopause symptoms bearing in mind that a large number of people can experience symptoms, including trans, intersex and non-binary people.”

The following question is for information gathering purposes only and is not scored.

1.9 Are the organisation's compassionate and/or special leave policies inclusive of employees' most important relationships, regardless of biological or legal status?

What we're looking for:

- LGBTQ-inclusive examples of expansive compassionate and special leave policies. This might include:
 - Clarity that employees are entitled to the same leave when it relates to their loved ones/chosen family/close support networks as when it relates to their biological or legal family members.
 - Special leave policies that explicitly include provision to support someone through transition, for example accompanying them to medical appointments.
- Chosen families are people who an employee considers to be family, but who have no legal or biological connection to them.
- Chosen families, loved ones and close support networks can be particularly significant to those who are estranged from their families, an issue that disproportionately affects LGBTQ+ people.

Yes

Copy and paste the relevant sections of your policies.

Our policies are inclusive, for example the paid special leave policy states that;

“Domestic special leave - eligibility

This policy applies to all employees and references to 'partner' or 'spouse' includes same-sex partners and spouses. Example of when paid domestic special leave may be granted on a short-term basis are given below. This list is not exhaustive and staff and managers looking for advice should contact HR.

Carers' leave- Paid special leave is available to colleagues who have regular and substantial caring responsibilities for someone who has a long-term illness, is very frail or has a disability. It may be granted to let you:

- organise home care or help in the home
- organise special equipment or adaptations to the home
- deal with other agencies (for example GPs, social workers, health visitors)
- arrange respite/short-term care
- accompany dependants to medical appointments Up to five days special leave can be granted to carers. Domestic emergency.

Paid special leave may be granted in the event of:

- the serious illness or death of a partner or spouse, close relative, dependant or person in an established relationship
- care of a sick child
- the unexpected disruption or breakdown of care arrangements for a dependant
- an unexpected incident at school involving a dependent child
- short-term care at home of a partner or spouse, close relative or dependant
- damage or disruption to property (for example flooding, burglary)
- circumstances where employees are/have been experiencing domestic abuse (staff or managers should contact the People Advice and Wellbeing team for specific advice in these circumstances).”

Section 2: The employee lifecycle

Completed - 29 Sep 2022

Section 2: The employee lifecycle

This section examines the employee lifecycle within the organisation, starting with recruitment practices

and finishing with exit processes. The questions scrutinise how the organisation engages and supports employees throughout their journey in the workplace.

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

What we're looking for:

- Actions that are not limited to HR or Diversity & Inclusion related roles.
- A - activity that has taken place in the past year. This can include taking recruitment materials to Pride events.
- B - screenshots of a job pack or job page from the last year.
- C - this can be a link to a webpage.

Tick all that apply.

Responses Selected:

A. Advertising on or recruiting from LGBTQ+ or diversity websites, fairs and events

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

Upload evidence for the selected options.

[Stonewall WEI 2023 - 2.1 - EVIDENCE - Screenshot of Work for Scotland.docx](#)

Filename: Stonewall WEI 2023 - 2.1 - EVIDENCE - Screenshot of Work for Scotland.docx **Size:** 541.1 kB

[Stonewall WEI 2023 - 2.1 - EVIDENCE Deputy Director - Reward Employee Relations and HR Service Delivery Candidate Pack.docx](#)

Filename: Stonewall WEI 2023 - 2.1 - EVIDENCE Deputy Director - Reward Employee Relations and HR Service Delivery Candidate Pack.docx **Size:** 2.7 MB

Describe the evidence uploaded (max. 200 words).

A - Scottish Government actively promotes itself as an inclusive, LGBTI+ friendly employer. We do this through our social media campaigns (see attached) and through our vacancies website where we have a full statement on the actions SG is taking to be a diverse and inclusive employer (see attached), including;

“That means a workforce that includes people of different age groups, socio-economic backgrounds, faith and beliefs. People who are trans, disabled, from minority ethnic backgrounds. People who identify as lesbian, gay or bisexual or another sexual orientation.”

The vacancies website also displays the Stonewall top 100 employers logo on its homepage.

Senior Civil Service external recruitment campaigns are advertised on a range of sites:

- www.lgbtequality.co.uk
- www.proudemployers.org.uk
- www.disabilityjobsite.co.uk,
- www.ethnicjobsite.co.uk
- www.overlookedtalent.co.uk
- www.diversityjobsite.co.uk
- www.asianjobsite.co.uk
- www.disabilitynetwork.co.uk

B - Senior Civil Service candidate packs include a welcome from Lesley Fraser (Director General Corporate). Her section focuses on D&I and explicitly states that Scottish Government’s diversity ambitions for our workforce includes representation of trans people and people who identify as lesbian, gay, bisexual or another sexual orientation (attached).

2.2 Does the organisation provide guidance or training for all employees with recruitment responsibilities on how to carry out inclusive recruitment?

What we're looking for:

- Guidance or training that is specific to recruitment and includes LGBTQ+ content.
- Content that is provided to all employees involved in recruitment, not just HR teams.
- Good practice would be a checklist of inclusive practices that recruiters complete when they carry out a recruitment round. This might include, for example, sharing their pronouns at the start of an interview, if they feel comfortable doing so.

Yes

Upload evidence of guidance or training.

[Stonewall WEI 2023 - 2.2 - EVIDENCE - Inclusive Recruitment PDF.pdf](#)

Filename: Stonewall WEI 2023 - 2.2 - EVIDENCE - Inclusive Recruitment PDF.pdf **Size:** 1.1 MB

Describe the format of the guidance or training and the content you have uploaded (max. 500 words).

Inclusive recruitment e-learning was launched in November 2021 and is mandatory for all recruiting managers and recruitment panel members. This training focuses on how individual staff in recruitment roles can minimize barriers to inclusion that can be experienced by applicants at every stage of the recruitment process. The training systematically takes the learner through the stages of; "Preparing to Recruit, Attraction, Assessment, Appointment, and Onboarding", examines examples of barriers to inclusion experienced by different minority groups, and suggests actions that can be taken to minimise these. This is available on SG's learning platform, and promoted via Saltire.

Other training - Mandatory inclusive culture, inclusive leadership and culture (for line managers), and championing an inclusive culture (for senior civil servants) also highlights wider concepts applicable to the recruitment process such as unconscious bias, and is available via the Pathways learning platform.

A programme of updates to resourcing policy was launched in December 2021, with one stated goal

being to embed diversity awareness into SG's approach. A new Resourcing Policy was developed and launched in July 2022, and highlights fairness in the process;

“Fair – Decisions taken in the process of filling posts must comply with the Scottish Government policy on Equal Opportunities and Diversity. The Scottish Government is committed to ensuring that all staff are treated equally irrespective of age, disability, gender reassignment, pregnancy or maternity, race, religion or belief, sex, sexual orientation or trade union membership.”

This approach was promoted to all staff via a news article on Saltire, and the policy available to all on the intranet.

Specific guidance is available on the intranet on creating diverse interview panels when recruiting external candidates to the organisation. This outlines SG's commitment to embedding and advancing diversity and inclusion across the organisation. This includes information on why this is important, how to ensure panels are diverse, and the benefits for the organisation of following this approach.

Employment checks for trans staff - SG has detailed guidance for our Resourcing team on how to conduct pre-employment checks (specifically criminal records checks) for transgender candidates, and a guide available to trans candidates on what to expect when going through these checks. LGBT+ Network Committee members have been consulted with regarding this. This will support transgender applicants to feel welcome and included whilst offering reassurance around data protection and privacy, thus removing a significant barrier for transgender applicants.

Data is also available to all staff and divisions of SG for use in analysing the effectiveness of these approaches via the D&I dashboard. This is updated every 6 months allowing the monitoring of impact and progress in relation to diverse recruitment. The D&I Dashboard is also discussed by our Executive Team every 6 months and shared with senior leaders across the organisation.

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

What we're looking for:

- Content for all options can be supplied in person, online (through a video or post), or on paper.
- A - messages that explicitly reference LGBTQ+ inclusion, including bi, non-binary and trans inclusion.
- C - relevant policies are those covered in Section 1.

Tick all that apply.

Responses Selected:

A. Explicit message on the organisation's commitment to LGBTQ+ inclusion

B. Information on the LGBTQ+ employee network or allies programme/initiative

C. Information on relevant policies and the organisation's commitment to ensuring they are LGBTQ-inclusive

Upload evidence of the selected policies.

[Stonewall WEI 2023 - 2.3 - EVIDENCE - Employee Passport.docx](#)

Filename: Stonewall WEI 2023 - 2.3 - EVIDENCE - Employee Passport.docx **Size:** 227.8 kB

[Stonewall WEI 2023 - 2.3 - EVIDENCE - Scottish Government Induction Resource.docx](#)

Filename: Stonewall WEI 2023 - 2.3 - EVIDENCE - Scottish Government Induction Resource.docx **Size:** 6.6 MB

Briefly describe the induction process and at what point the new starter receives the above information (max. 500 words).

A) New Induction process in 2022 which includes video on Diversity and Inclusion discussing the commitment to LGBTQ+ inclusion and relevant policies associated with inclusion

All new staff in SG are required to take part in the Scottish Government Induction e-learning package. Induction is mandatory and takes place in the first few weeks of employment. The induction package was refreshed for 2022 and offers introductions to key corporate information across a period of 2 weeks.

Participation is tracked by line managers and Learning and Development. Contents for the induction are attached as evidence. Key relevant content includes;

- Intro to the Civil Service Core Values of Integrity, Honesty, Objectivity and Impartiality.
- Module on the SG vision, mission and values as set out in the National Performance Framework, including the statement ' we respect, protect and fulfil human rights and live free from discrimination', and 'we are creative and our vibrant and diverse cultures are expressed and enjoyed widely'.
- Module on fundamental HR policies including Fairness at Work (and it's replacement policies Standards of Behaviour and Grievance Policy)
- Information on staff networks, including the LGBTI+ network, including how you can use your mandatory diversity and inclusion objective to support your participation.
- Information on our Employee Passport – Launched in January 2022 and co-produced with staff networks , the passport provides a framework for staff to discuss with their line manager any circumstances that may impact on them at work, with a view to removing barriers and increasing understanding and accessing support.

In addition mandatory modules on Inclusive Culture, Inclusive leadership and Culture, Inclusive Recruitment and Championing Inclusive Culture are delivered live.

Staff are clearly signposted to all the staff networks via the Staff Network Overview page on the intranet (Saltire) where named individual contacts are listed together with links to the network page on Yammer and information on how to join. This includes the LGBTI+ network. All new starts to the SG have access to the intranet as soon as they receive their Scottish Government log-in on their first day.

B) Direct access to the Scottish Government staff networks on Saltire and via Yammer.

This includes a link to a Saltire page detailing individual contacts for each staff network, together with the name of their associated executive team ally and Senior Civil service Champion. Requests to join a network give instant access to shared spaces and conversations once approved by group administrators.

C) Access to HR Policies including Grievance Policy which covers inclusion, plus the previously mentioned video discussing staff's responsibilities under the Equality Act 2010 and organisational inclusion policies.

All new staff are signposted to key policies on the intranet via the induction e-learning pack. All staff also have access from the start of their employment to the intranet, and so access to all published policies and procedures, including the trans equality and inclusion policy.

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

What we're looking for:

- Two or more examples of mechanisms that support non-binary identities to be recognised on workplace systems.
- Examples could include the option to choose a gender marker other than male or female and being able to use gender-neutral titles, such as Mx.
- Alternatively, you could consider removing gender markers and titles from your systems altogether.
- You will receive more marks if at least one example is specific to gender fluid people, for example the ability to have multiple passcards with different forms of gender expression or linked email accounts/intranet accounts with different names and photos.

Yes

Describe how non-binary identities are recognised on workplace systems, including at least two examples (max. 500 words).

Improving how non-binary identities are recognized on workplace systems is recognized by SG as an area for development, and in March 2022 a project was initiated to map the all the interactions that trans and non-binary colleagues could have with workplace systems. This project is active and interim results have already fed into the refresh of the trans and non-binary equality and inclusion policy, and will also feed into the review and development of a replacement e-HR system which is due to be operational in 2023.

Currently, non-binary identities are recognized in the following ways;

Example 1 - Applicant Tracking System (ATS)

From their first interaction with The Scottish Government, non-binary employees are integrated into our workplace systems. When using our recruitment hub iCims to apply for vacancies, non-binary candidates can use the 'Mx.' Title and have the option to use a preferred name.

The diversity monitoring question in ATS includes the sexual orientation options of;

- straight / heterosexual
- Gay or Lesbian
- Bisexual
- Other sexual orientation (please write in)
- prefer not to say

Example 2 – Staff Directory. The Scottish Government have also removed the need to have identities recognised on workplace systems by adding ‘Mx’ to the option of ‘title’ when staff are adding their details to the staff directory, and also the option of not using a title at all. The information provided here is visible to all staff and can be updated via the ‘self-service’ online e-HR system at any point.

Example 3 – SCOTS Account

In addition to this no title is necessary when setting up a SCOTS account (this includes e-mail address) and this account is then used to access and identify the user on all online systems including the intranet (Saltire), the learning platform (Pathways) and Microsoft Teams. Similarly our security passes which are required to physically access buildings require no title.

2.5 Does the organisation provide all-employee training on compliance with its discrimination, bullying and harassment policies, including the following:

What we're looking for:

- Training that reaches as many employees as possible across your organisation.
- Training content that explicitly mentions LGBTQ+ people and covers 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.
- Training can be provided in-person or digitally.

A. Organisational policy and legislation	51-75%
B. Examples of biphobic, homophobic and transphobic discrimination, bullying and harassment	51-75%
C. Examples of discrimination, bullying and harassment on the basis of multiple identities	51-75%
D. How to challenge biphobic, homophobic and transphobic discrimination, bullying and harassment	51-75%
E. How to report biphobic, homophobic and transphobic discrimination, bullying and harassment	51-75%
F. A clear route for feeding back on the inclusion or representation of employees' identities in the training	51-75%

Describe how you estimate completion rates (max. 500 words).

These training sessions are booked via our online learning platform (Pathways) which gives us clear analytics about who has both booked and attended the training. We can distinguish between the two, so simply booking onto the training does not count as completing it. Completion rates are reported to the Executive team and monitored by the Diversity and Inclusion Team in HR. We can therefore be confident about the data that completion rates for our Inclusive Culture and Leadership packages sit at 68%.

Our analysis for participation in the training can be further broken down to show that 57% of staff at Senior Civil Servant level have completed the Championing Inclusive Culture Training. As the training is mandatory, our Executive Team are working to ensure staff complete the training.

In addition all staff are signposted to guidance and information on Saltire whenever a new or updated policy is published, or when attention needs to be drawn to a particular policy. Our Standards of Behaviour Policy and Grievance Policy are both hosted here. These give examples of bullying, harassment, discrimination and victimization, and guidance on the procedures to follow if you experience this or are witness to this. There is provision on Saltire for all staff to post comments and questions, and these are then responded to by members of the relevant policy team.

SG tracks the engagement rates on all Saltire content. Our analysis shows that the Standards of Behaviour page has had 5,168 page views and 4,154 unique page views since it was published in January 2022. The grievance policy has had 1,761 page views and 1,281 unique page views since it was published in May 2022.

The grievance policy document itself has been downloaded 279 times while the grievance procedure has been downloaded 231 times.

Describe the format of the training and the content you have uploaded (max. 500 words).

The Scottish Government (SG) provides all staff with access to training materials and resources on its policies and expectations in relation to bullying, discrimination and harassment, and also specific training in relation to LGBTI+ individuals via its learning platform 'Pathways'. Examples of this training are attached.

Mandatory Diversity and Inclusion training is delivered as a combination of virtual live training session with workshops, and e-learning packages, and requires participants to reflect on their own experiences

and listen to those of colleagues.

Learning Outcomes are as follows:

Inclusive Culture:

- Highlight the Government's commitment to creating an inclusive culture
- Define the terms Equality, Diversity and Inclusion
- Consider where you believe the organisation is on its journey towards an inclusive culture
- Explore the types of bias, micro-behaviours and barriers that can impact colleagues
- Take action to be part of the change
- Access additional resources on Diversity and Inclusion

Inclusive Leadership and Culture

- Highlight the Government's commitment to creating an inclusive culture
- Define the terms Equality, Diversity and Inclusion
- Consider where you believe the organisation is on its journey towards an inclusive culture
- Explore the types of bias, micro-behaviours and barriers that can impact colleagues
- Describe what we mean by the term Inclusive Leadership
- Outline the 6Cs of Inclusive Leadership
- Take action to be part of the change
- Access additional resources on Diversity and Inclusion

Both packages explicitly signpost staff to the SG Trans Equality and Inclusion Policy which covers trans related examples of bullying and harassing behaviours in more detail.

Separate to this mandatory training, we provide a Diversity and Inclusion "digital curriculum" for self-directed learning via our learning experience platform 'Pathways' (which is accessible to all employees in SG Core and Agencies). This digital curriculum has a host of excellent curated resources including podcasts, videos and e-learning for all colleagues and some resources aimed specifically at people managers.

These include: 'What is discrimination, bullying, harassment and victimisation (attached) which defines all of these terms including direct and indirect discrimination and how we should deal with these as an employer. There is also detail about the sexual orientation and gender reassignment & transitioning. This includes examples of unacceptable behaviour in relation to bullying, harassment, discrimination and victimisation.

For these trainings, all participants are invited to complete an evaluation form, and can also leave comments directly on the learning platform (Pathways). This feedback is used to evaluate the content and delivery of the training and to evaluate and reflect on developments or changes that are needed.

In addition to this we have now concluded live webinars for 3 mandatory diversity and inclusion learning solutions, and, recordings of Inclusive Culture (for staff with no line management responsibilities), Inclusive Leadership and Culture (for line managers) and Championing an Inclusive Culture (Senior Civil Servants) have been made available for staff. E-learning modules are also in development.

Upload evidence for selected options.

[Stonewall WEI 2023 - 2.5 - EVIDENCE - DI Tile - Pathways Resources.docx](#)

Filename: Stonewall WEI 2023 - 2.5 - EVIDENCE - DI Tile - Pathways Resources.docx **Size:** 694.4 kB

[Stonewall WEI 2023 - 2.5 - EVIDENCE - Inclusive Learning Solutions.pptx](#)

Filename: Stonewall WEI 2023 - 2.5 - EVIDENCE - Inclusive Learning Solutions.pptx **Size:** 2.5 MB

[Stonewall WEI 2023 - 2.5 - EVIDENCE - Mandatory Inclusive Training Pre-Work Resources.docx](#)

Filename: Stonewall WEI 2023 - 2.5 - EVIDENCE - Mandatory Inclusive Training Pre-Work Resources.docx

Size: 283.9 kB

[Stonewall WEI 2023 - 2.5 - EVIDENCE - Trans and Bi Resources.docx](#)

Filename: Stonewall WEI 2023 - 2.5 - EVIDENCE - Trans and Bi Resources.docx **Size:** 14.2 MB

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

What we're looking for:

- Communications that have been sent or made available to all employees (or as many as geographically possible through the specific communication method). In your uploaded evidence, please make clear who/how many employees the communication reached.
- Evidence could include emails and screenshots of intranet posts.
- A - communications can focus on specific awareness days/events, such as LGBTQ+ History Month, Pride and/or IDAHOBLIT (International Day Against Homophobia, Biphobia, Lesbophobia and Transphobia).
- B - communications can focus on specific awareness days/events, such as Bi Visibility Day and/or Pan Visibility Day.
- C - communications can focus on specific awareness days/events, such as Trans Day of Visibility, Trans Day of Remembrance and/or Trans Pride.
- D - communications can focus on specific awareness days/events, such as Non-Binary People's Day.

Tick all that apply.

Responses Selected:

A. Information about LGBTQ+ identities and experiences
B. Information about bi identities and experiences
C. Information about trans identities and experiences
D. Information about non-binary identities and experiences
E. Information about the LGBTQ+ Employee Network Group and/or allies activity
F. Information about LGBTQ-inclusive policies
G. Information about the importance of pronouns and pronoun introductions

Upload evidence for selected options.

Provide date for option A.

7 Jul 2022

Provide date for option B.

21 Jul 2022

Provide date for option C.

7 Sep 2022

Provide date for option D.

21 Jul 2022

Provide date for option E.

13 Jun 2022

Provide date for option F.

8 Apr 2022

Provide date for option G.

(No response)

2.7 Does the organisation proactively recognise contributions to LGBTQ+ inclusion activity during employee performance appraisals?

What we're looking for:

- An onus on the employer/manager to make clear that contributions to LGBTQ+ inclusion (such as network group activity) align with organisational values and count towards diversity and inclusion objectives.
- A systematic approach that is applied to all performance appraisals, not just those of the network leads.
- Recognition doesn't have to be financial.

Yes

Describe how contributions are recognised (max. 300 words).

It is mandatory for all staff to set Diversity and Inclusion Objectives. These are then evaluated as part of their performance and appraisal process.

In May 2022 the diversity objectives guidance was updated to include set of worked examples of diversity objectives. These cover the range of civil service grades and roles, including;

Senior Civil Service

“By being an active role model, I will contribute to meetings, communication initiatives and actively show my own dedication to diversity and inclusion learning, promoting key messages. I will allocate a monthly slot to review mandatory practices are taking place such as diversity and inclusion learning and EQIA completion; addressing these when required. I will commit to embedding [specify] further inclusive ways of working which will raise visibility and awareness, challenge myself and others, build capability and confidence and celebrate success. Collaborating effectively with other directorates to embed inclusive practice within the organisation. Directly taking steps to reduce disadvantage, discrimination, or less favourable treatment, as well as, tackling prejudice, shifting perceptions, and promoting understanding the protected groups along with other marginalised groups.”

Network Chair

“I will fulfil my role as [specify] network chair, drive and deliver network initiatives from the network’s work plan over the next reporting year supporting the Scottish Government’s approach to being a world leading, diverse and inclusive employer. With an overall aim to tackle prejudice, shift perceptions and promote understanding on [specify] supporting the Scottish Government’s approach to being a world leading, diverse and inclusive employer. I have agreed with my manager the actions required to allow me to achieve my objective over the year.”

Diversity objectives are mandatory for all staff and are recognised in performance reviews and development plans both at the mid-year and end of year point.

2.8 Does the organisation identify and act on any LGBTQ+ inclusion issues raised at exit interviews or on exit surveys?

What we're looking for:

- Detail about how all employees are given opportunities to raise any issues relating to discrimination (homophobia, biphobia and/or transphobia) they may have experienced or become aware of in the organisation.
- A clear process by which issues are referred and acted on by the organisation.
- This can be part of a wider question about diversity and inclusion at the organisation.

Yes

Describe the exit interview/survey process and how LGBTQ+ issues would be identified or raised (max. 200 words).

The exit interview process for SCS includes the completion of a short questionnaire by the individual followed by a more in-depth conversation with either the Director of People or the Deputy Director of SCS Resourcing & Staffing. The questionnaire asks for some personal information, including characteristics, and includes some multiple choice questions about the role the individual is leaving and how different factors influenced their decision to leave. The interview offers the opportunity to expand on the reasons for leaving and to discuss the individuals plans for the future.

The SG is currently developing an exit policy for Bands A - C staff. It is likely that a questionnaire will cover similar topics to the SCS survey and will seek permission to use the protected characteristics information already held about individuals on the HR system.

The aim of the policy will be to find out the reasons for staff leaving to identify trends, gaps in our knowledge and to identify any specific areas of concern or best practice affecting specific communities. Anonymised data will be shared with relevant stakeholders to develop action plans to address any issues that are raised.

Describe how any issues raised would be acted upon by the organisation (max. 200 words).

Participation in the exit interview process is optional, however any information collected is reviewed by the Head of the Senior Resourcing and Talent Team, and by Cabinet Office researchers. Any issues, including LGBTI+ issues, raised or identified in either the questionnaire, or the interview will be acted upon by the interviewer and the head of the Senior Resourcing and Talent Team.

Results are retained by the Director General for the business area unless something is reported that needs escalating to HR at that point the DG would raise with head or SCS team or Head of HR and they would agree what actions were required to be taken to address any bullying, discrimination or harassment.

Participation is optional. Discussions are ongoing about the role HR Researchers will play in collating and disseminating the anonymised data to relevant stakeholders on a 6 monthly/yearly basis. The current thinking is that results will be anonymised before being shared with HR Professionals and senior directors.

Any diversity and inclusion concerns (alongside fuller data) will be shared with the D&I team so that actions can be developed to improve or promote best practice in relation to any protected characteristics, including LGBTI+.

The following question is for information gathering purposes only and is not scored.

2.9 Does the organisation have a mental health or wellbeing strategy that explicitly addresses the needs of LGBTQ+ people?

What we're looking for:

- A strategy that addresses the specific needs of people from all LGBTQ+ communities.

No

Upload your mental health or wellbeing strategy.

Describe how this was developed and any actions that have come from it (max. 500 words).

(No response)

The following question is for information gathering purposes only and is not scored.

2.10 When advertising for its apprenticeships, does the organisation run initiatives to specifically attract LGBTQ+ job seekers?

What we're looking for:

- This might include LGBTQ-specific content in recruitment materials or advertising at LGBTQ-specific events.
- If you do not offer apprenticeships, select 'no'.

No

Describe the initiatives (max. 500 words).

(No response)

The following question is for information gathering purposes only and is not scored.

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

What we're looking for:

- This question follows the same format as 2.6 but is unscored.
- Communications can focus on specific awareness days/events, such as International Asexuality Day.
- Ace and aro spectrum is an umbrella term used to describe the wide group of people who experience a lack of, varying, or occasional experiences of romantic and/or sexual attraction, including a lack of attraction. People who identify under these umbrella terms may describe themselves using one or more of a wide variety of terms, including, but not limited to, asexual, ace, aromantic, aro, demi, grey, and abro. People may also use terms such as gay, bi, lesbian, straight and queer in conjunction with ace and aro to explain the direction of romantic or sexual attraction if and when they experience it.

No Responses Selected

Upload evidence for the selected option.

Provide the date on which this was shared internally.

(No response)

Section 3: LGBTQ+ employee network group

Completed - 29 Sep 2022

Section 3: LGBTQ+ employee network group

This section examines the work of your LGBTQ+ employee network group. The questions scrutinise the support the group is given by the organisation, its commitment to inclusivity, and the activities it carries out.

3.1 Does the organisation have an LGBTQ+ employee network group for LGBTQ+ employees?

What we're looking for:

- A – this option scores maximum marks for this question.
- B and C – these options score lower marks for this question.

Select one option.

A. Yes, with a defined role and terms of reference

Option A and B: Upload the group's term of reference.

[Stonewall WEI 2023 3.1 EVIDENCE LGBTI Network Terms of Reference.docx](#)

Filename: Stonewall WEI 2023 3.1 EVIDENCE LGBTI Network Terms of Reference.docx **Size:** 38.4 kB

Option C: Describe the formal agreement and your organisation's role in the network (max. 500 words).

(No response)

3.2 In the past year, has the organisation supported the work of the LGBTQ+ employee network group in the following ways?

What we're looking for:

- C - time that is formally agreed.
- D - training to develop practical skills relevant to the role of the network group, for example peer support, mentoring or conflict resolution.
- E - general or LGBTQ-specific programmes that are communicated to members through the employee network group.

Tick all that apply.

Responses Selected:

A. Provided a network group budget

B. Provided a formal senior champion

C. Allowed time for committee members to carry out network group activity

D. Facilitated network members' participation in skills training

E. Facilitated network members' participation in leadership or professional development programmes

Describe the support provided and how it is communicated to the network (max. 200 words per option).

A

The Scottish Government takes opportunities to promote its commitment to advancing equality and inclusion in the workplace, this includes promoting seven dates important to the LGBTI+ network and communities. The Diversity and Inclusion Team, LGBTI+ network and other staff diversity networks have collaborated on an annual Network Calendar of Events, identifying opportunities and planned activity to support LGBTI+ specific and intersectional awareness raising communication and engagement activities throughout the year. A £15,000 network budget to support high quality, accessible events was introduced in April 2022. The Calendar and its associated budget has been communicated to staff diversity networks through monthly meeting of Network leads, it is set out in a Network Support Framework document available to all networks through the SG learning platform 'Pathways' and by Executive Team, Diversity and Inclusion Champion in a meeting with all staff diversity network

champions and chairs in June 2022. As of September 2022 one third of the budget has been committed to different networks.

B

For a number of years, the network has been supported by two senior champions, both of whom have lived experience regarding LGBTI+. Their names are prominently displayed on network information page. An Executive Team ally is also appointed for each of the main staff diversity groups including the LGBTI+ network, and publicly announced in a staff news article titled 'Updated roles for Executive Team allies' accessible to all staff on Saltire. The LGBTI+ staff network committee has close contact with both senior champions and Executive Team ally, and engages them on LGBTI+ messaging, LGBTI+ network decisions that impact on members, as well as sharing insight and lived experience on issues impacting on members in the workplace to contribute to and inform organisational improvements. There have been occasions during the past year when the champions have played an active and valuable role in both supporting network members and advocating on their behalf at senior leader level.

C.

All SG employees are required to set out the action an annual mandatory D+I objective. This ensures that individuals are empowered to take action, with their objectives factored into local work planning and management support. On 26 May 2022 new guidance on diversity and inclusion objective setting, including worked up examples, consciously included network related roles as meaningful and important diversity and inclusion objectives. This allows LGBTI+ and LGBTI Allies network members to embed time for network activity into their annual work plans. This has been communicated to all staff including network members through Saltire News, to managers and team leaders through Leadership Brief and through learning resources and guidance on objective setting. Nicola Richards, People Director reinforced the organisational commitment in a direct email to network leads stating " activities such as being network chair or taking on network communication and engagement roles are meaningful and important annual diversity and inclusion objectives.....Please reflect on the new guidance with your manager. D+I objectives are an integral way of identifying and regularly reviewing the learning and time required to thrive in role." The D+I team and senior leaders have supported individuals to ensure network activity is recognised as their D+I objective.

D. Facilitated network members' participation in skills training

The SG Diversity and Inclusion Curriculum is designed to support its employees deliver its employer equality outcomes and build an inclusive workplace culture. The second phase of the Curriculum (role

and topic specific learning) includes skills and development for individuals in network roles, including a dedicated Network Development 'tile' on our learning platform Pathways. In June we secured approval to extend the opportunity for all Network Chairs and Committee members to participate in 'Championing an Inclusive Culture' training which was designed for Senior Civil Servants. A date has been set for December 2022.

In October 2021 LGBTI+ committee members participated in a training needs analysis to identify the skills and development support they need relevant to fulfilling their network role. This informs the access to and development of network specific training. In February 2022 the LGBTI+ network tested a toolkit to support the planning and delivery of network events during LGBT History Month, which has now been made available to support all staff diversity networks.

This has been communicated to the network through monthly meeting of network leads and learning resources, network toolkits and a calendar of events all feature in the Network Development tile on Pathways.

E

SG have created a Developing Diverse Leaders programme for Deputy Directors and the 1st cohort have completed the application and selection process and will begin the programme this year.

The programme is targeted to those currently nearest to promotion to Director level. Senior Civil Servants are appraised using a nine box grid approach. DDs in the 'Strong, High Potential, Excellent and Star boxes (the four highest performance indicators) are eligible for the programme if they share protected characteristics currently under-represented in the Director cohort. This included those who identify as female; minority ethnic, disabled, LBGT+ or those who identify as being from a lower socio-economic background (SEB).

3.3 In the past year, which of the following activities has the LGBTQ+ employee network group undertaken to improve its inclusivity?

What we're looking for:

- C - reference to specific marginalised or underrepresented groups (for example, trans people or LGBTQ+ people of colour).
- D - this could be a physical or digital space, for example a meet-up for LGBTQ+ people of faith or a closed bi digital group on your intranet.

Tick all that apply.

Responses Selected:

A. Implemented a formal mechanism to ensure bi issues are engaged with (for example, bi reps)

B. Implemented a formal mechanism to ensure trans issues are engaged with (for example, trans reps)

C. Promoted itself as being open to all and inclusive of marginalised and underrepresented LGBT groups

D. Introduced specific spaces for marginalised and underrepresented LGBTQ+ groups

Describe the activities you have undertaken (max. 200 words per option).

A and B

Bi and trans reps are highlighted on the network page so that any employees who have any questions or concerns related bi inclusion, trans issues or equality in the workplace can contact a named person for advice and support. Network members have used the representatives to ask specific bi+ and trans questions, organise anything for/about bisexual and trans employees and where individuals have received bi- or trans phobic harassment etc.

The diversity of the LGBTI+ network including its bi and trans reps has also been highlighted at LGBTI engagement sessions.

C

The LGBTI+ network has sought input from and conducted activities with various marginalized and under-represented groups in the past year. This includes engaging with trans and non binary colleagues

to gather feedback and inform the review of the trans equality and inclusion policy, promoting and holding events around LGBTI+ parents (Rainbow Families), and being LGBTI+ and Minority Ethnic. The network has participated and contributed to events in relation to intersectionality, disability, and women's rights, including posts in the yammer community on Trans awareness (November), and speaking at the disability network conference (December).

The network's name 'LGBTI+ Network' includes intersex and other marginalised and under-represented groups, such as asexual and queer, and this is explicitly signalled on the network page and the Terms of Reference. This is reflected in the logo and visuals used in network communication and events. The network members also regularly contribute articles and blogs to the SG staff intranet (Saltire), and in the past year these have explicitly referenced their own sexual orientation or gender identity, intersectionality and inclusivity.

D

The network events are proactively organized with inclusion at its core. The events organizing as well as a comms strategy of the LGBTI+ network have been thought through to aid in inclusion of marginalized groups (such as disabled staff or carers) by the inclusion of assistive technology and professionals (BSL interpreters). Events have been organized carefully around school drop-off times, and the format of the events (no additional visuals, speakers-only on camera) has offered alternative ways to access the events (dial-only possible and even encouraged).

The network organized dedicated social events for marginalized LGBTI+ identities like a closed event for LGBTI+ staff who are looking to establish a family, exploring fertility, adoption and non-nuclear families; a film club exploring minority ethnic LGBTI+ identity in collaboration with the QTIPOC Inclusion Group; and a drop-in social for trans and non-binary staff during Pride month.

The network has also delivered awareness sessions on bisexual as well as trans identity.

3.4 Does the LGBTQ+ employee network group have a formal strategy to ensure it is inclusive of and accessible to marginalised or underrepresented LGBTQ+ groups?

What we're looking for:

- Strategies that focus on the inclusion of at least three specific marginalised or underrepresented LGBTQ+ groups. This might include (but is not limited to):
 - BAME LGBTQ+ people / LGBTQ+ People of Colour
 - Bi people
 - LGBTQ+ carers
 - LGBTQ+ people of faith
 - LGBTQ+ parents
 - LGBTQ+ people with accessibility needs
 - Non-binary people
 - Older LGBTQ+ people
 - Trans people
 - Ace and aro spectrum people
- A description of how you identified which marginalised or underrepresented groups to focus your strategy on. This might include insights from:
 - LGBTQ+ network group membership and event attendance
 - LGBTQ+ network group satisfaction surveys
 - Employee satisfaction surveys
 - WEI Staff Feedback Questionnaire report
 - Sectoral, regional or national research
- Any actions the network group has taken so far and has committed to take in the future. These might include (but are not limited to):
 - Introducing an inclusion rep
 - Holding events within working hours
 - Holding regular alcohol-free social events
 - Holding events at accessible venues
 - Avoiding holding events at the same time as religious festivals/holy days
- Actions that go beyond those referenced in 3.3

No

Upload your strategy document.

Describe how the strategy was formulated, actions the network has taken so far and outcomes so far (max. 500 words).

(No response)

3.5 Which of the following support activities does the LGBTQ+ employee network group undertake?

What we're looking for:

- A and B - support for individuals that is available and advertised to all staff.
- A - this could be on an individual basis and/or through a closed digital group for LGBTQ+ employees.
- C - consultations that relate to policies that impact upon employee welfare (for example, reviewing an updated adoption policy).

Tick all that apply.

Responses Selected:

A. Provide confidential support to all employees on LGBTQ+ issues

B. Provide support to enable employees to report homophobic, biphobic and transphobic bullying and harassment

C. Consultation on improving internal policies and practices

Describe the options selected (max. 200 words per option).

A.

Confidential support is provided to all employees via the counselling and wellbeing service. This includes access to an outsourced Employee Assistance Programme and two in house Counsellors.

Peer support is also provided via the LGBTI+ network and this is communicated

via the internal network social media group. Members of the network have met with union representatives, HR colleagues and D&I colleagues on multiple issues regarding sick pay, issues with bullying from colleagues and/or manager, communication issues and impact of FOI/ministerial correspondence on individual colleagues.

The LGBTI+ network has also identified and shared internal and external resources for support, and has contributed to the Suicide Prevention guidance. This includes mental health first aiders, SG counsellors, LGBT phone advice services.

B

The network has raised issues around dog-whistle comments made on intranet articles with colleagues from D&I & Internal communications and the approach taken to moderation and follow up with the individuals responsible.

The network committee has hosted multiple events to create safe spaces for the network members to contribute to the grievance policy and procedures as well as the moderation policy review. This included help facilitate participation at an LGBTI+ Network focus group on members experience of the moderation policy, hosted by the SG Strategy and Insights team, and participation in a separate focus group for trans and non binary colleagues, hosted by Scottish Trans Alliance, who were commissioned to do the work by the D+I team in response to network concerns around anonymity.

C.

Individual members of the LGBTI+ Network contribute lived experience, including the representation of marginalized network members' views, to internal policy reviews and the development of relevant solutions to improve practices. In the past year:

- Policy review: Trans equality and inclusion policy, Skills for Success competency framework replacement, Domestic Abuse Guidance, Network support framework, suicide prevention guidance and fertility treatment guidance.
- Knowledge and capability building: Feedback on the Diversity and Inclusion Mandatory Learning, Feedback on external training delivered (for example Trans Awareness training), delivery of awareness raising sessions on LGBTI + Data and what it tells us, (discussing the results of the People Survey), Allyship, Trans awareness, LGBT awareness and Allyship.
- Improving practices: comments and moderation policy review; gender identity inclusivity of our IT systems, User research and how to engage trans and non-binary stakeholders.

Network members have also delivered awareness-raising sessions to:

- the Constitution and Cabinet Directorate (Jan 2022)
- Sea Fisheries divisional meeting (May 2022)

3.6 In the past year, which of the following activities has the LGBTQ+ employee network group undertaken?

What we're looking for:

- Activities that are carried out by the LGBTQ+ employee network group or by other parts of the organisation (for example, the diversity and inclusion team) in consultation with the network group.
- 'Awareness raising events' refers to activities that serve to educate or inform the wider organisation, for example panel discussions, lunch and learns, or stalls during diversity events.
- Events can be physical or digital.
- G - this could either be a specific programme run by the network or alternatively an organisation-wide programme that proactively incorporates LGBTQ+ mentoring.

Tick all that apply.

Responses Selected:

- A. Social networking group for members
- B. LGBTQ+ equality awareness-raising event
- C. Bi equality awareness-raising event
- D. Non-binary equality awareness-raising event
- E. Trans equality awareness-raising event
- F. Collaborated with other LGBTQ+ network groups

Describe the activities selected and when they occurred (max. 200 words per option).

Please provide specific dates or time periods within the last year.

A - The LGBTQ+ network regularly runs social events, including those which have an explicit intersectional

focus such as a film club in collaboration with the Civil Service QTIPOC inclusion group and a quiz for LGBT history month. Coffee drop-ins have been held monthly throughout the past year:

- 2021: 23rd November, 14th December
- 2022: 13th Jan, 15th Feb, 29th March, 26th April, 30th May, 14th June, 28th June, 30th August)

These have been well attended by staff from all levels and areas of the organisation. On 23rd June 2022 the network held a trans and non-binary social event. The network also hosted network-only socials, parenting and career advice events for private peer support. Beyond exclusively-networking events, the network committee has organized open and interactive events with panels for the LGBT History Month, such as discussions on LGBT and Minority Ethnic history, intersectional LGBT history in Scotland, impact of policy decisions on the citizens of Scotland, and a placemapping event in collaboration with two historians.

B, C, D, E

The network regularly holds various awareness raising events and sessions on LGBTI+, Bi, Non-binary and Trans, awareness within the organisation. Online events and discussions enable equal participation for geographically distant colleagues working different jobs and working patterns. The events are designed with inclusion in mind, and the timing as well as format of the sessions reflect that (see 3.3. D).

The network ensures that events take place at regular intervals throughout the year, however also coordinates specific more intensive awareness raising campaigns, for example for LGBT History Month in February and Pride Month in June. The network has delivered 18 sessions throughout the year. The LGBT History Month celebrations were also supplemented by an online LGBT History awareness package. This year activities and events include the following;

- 4 Feb Intersectionality from LGBT perspective (LGBTHM)
- 8 Feb Intro to bisexuality (LGBTHM)
- 9 Feb LGBTHM Time for inclusive education panel
- 10 Feb LGBT 101 (LGBTHM)
- 11 Feb LGBTHM LGBT and Minority Ethnic
- 14 Feb LGBTHM Premodern histories
- 16 Feb LGBTHM Putting LGBT on the map
- 18 Feb LGBT History Month Film Club
- 21 Feb Intro to bisexuality (LGBTHM)
- 23 Feb Trans 101
- 24 Feb LGBTHM History and Culture Quiz

- 28 Feb LGBTHM Official closing
- 28 Feb Trans 101
- 28 Feb LGBTHM Closing blog – Making LGBT history in February 2022
- 1 June Celebrating 50 years of Pride - Saltire Article
- 7 June Pride - Learning from both past and future generations blog
- 13 June Finding Pride – blog post
- 14 Jun Event: What does the data on LGBTI+ staff tell us? (with BSL)
- 16 Jun Pride in SG - LGBTI+ 101
- 17 June How We Find the Words to Talk about Pride (blog post)
- 19 June Party Pride (Portobello Edinburgh)
- 20 June Pride in SG - Trans 101
- 22 June Pride in SG - Allyship 201 - BSL
- 22 June Pride Before Pride (blog post) 24 June Why pride still matters to me (blog post)
- 25 June Edinburgh Pride (with Perm Sec, Equalities minister)

LGBTI+ awareness sessions have been delivered for different directorates and working groups, and included sections about bisexual and asexual invisibility, and trans awareness sessions include sections on non-binary and intersex terminology. The network attended several in-person Prides throughout Scotland.

F. Collaborated with other networks

The network is represented at the Out In Public group (a public sector LGBTI+ networks forum to discuss and raise best practice ideas). The network has also worked collaboratively with other SG networks to deliver events and sessions. Examples of these include;

- 3 Dec Two separate sessions during Disabled Staff Conference (Disabled Staff Network)
- 11 Feb LGBTHM LGBT and Minority Ethnic
- 8th March International Women's Day – Break the Bias event - Women's Development Network
- 24 March Intersectionality (LGBT and race perspective) workshop –
- 24 March Intersectional film club – LGBT+ People of Colour (collaboration with QTIPOC working group)

3.7 In the past year, has the LGBTQ+ network group held campaigns, initiatives, seminars or events engaging with the intersection of LGBTQ+ and other diversity strands?

What we're looking for:

- Up to three examples from the last year.
- Examples that look at the experiences of specific marginalised or underrepresented groups, which could include (but is not limited to):
 - BAME LGBTQ+ people / LGBTQ+ People of Colour
 - LGBTQ+ parents or families
 - LGBTQ+ people with accessibility needs, for example including LGBTQ+ disabled people and LGBTQ+ neurodivergent people
 - LGBTQ+ people with experience of mental ill health
 - LGBTQ+ people with experience of poverty or homelessness
 - LGBTQ+ people of faith
 - LGBTQ+ women
 - Older LGBTQ+ people
- The reasoning for why you chose to focus on the experiences of these groups. For example, this might be because of a gap in your previous work.
- Good practice is for at least two of the groups to be different to those included in your organisation's previous submission.
- These activities can be carried out in collaboration with other employee network groups.
- If not carried out by the LGBTQ+ employee network group, these activities can be led by other parts of the organisation (for example, the faith employee network group might run an event on being an LGBTQ+ person of faith).
- Seminars and events can be physical or digital.
- 'Initiatives' and 'campaigns' here refer to specific programmes or projects, for example a series of events, videos or blogs.

Select one option.

A. Yes, three examples

Describe the campaigns, initiatives, seminars or events and when they occurred (max. 500 words).

Please provide specific dates or time periods within the last year.

Example 1 - LGBT History Month

LGBT History Month events were created with intersectionality in mind. The material for LGBT History month showcased LGBTI+ role models from different other under-represented groups (such as disabled, Minority Ethnic or from underprivileged socio-economic backgrounds). A session open to all staff discussed the intersection between LGBTI and Minority Ethnic identities. A different session, which was open only to LGBTI+ people, discussed experiences of parenting and forming a family. The aim was to encourage participants to consider the perspectives and experiences of individuals who considered themselves to have multiple identities, and how this impacted on their lived experiences of discrimination and privilege, including experiences within the workplace.

Example 2 - DSN Conference

On the 3rd Dec two LGBTI+ network members spoke at the annual Disability network conference about the importance of allyship as part of a panel discussion, and a session on one member's lived experience from the perspective of being LGBTI+, disabled, and a parent. The focus on intersectionality reflects an organisational wide emphasis on addressing discrimination relating to all identities in the workplace, to explore where this discrimination comes from, what factors contribute towards maintaining it, and how we can effectively challenge this in both Scotland as a whole and in the work environment.

Example 3

A 'Network of Networks' has been established by the Diversity and Inclusion Team and is designed to bring together leads from the staff networks to build in intersectionality which has been identified as a policy priority. The Network of Networks functions as an intersectional hub providing its member networks with a buy in and pay off of strategic dedicated communications support and coordinated intersectional events designed to expand the network's reach to its wider membership. The LGBTI+ network has been an important part of the Network of Networks since inception and as an established staff network it will have a crucial role to play in the successful delivery of the intersectional objectives of the Network of Networks going forward. The Network of Networks meets monthly on the first Monday of each month and follows a specific agenda of items that are currently around the setup of the Network of Networks and the current support ask from the participating networks. The first successful deliverable will be an all network discussion panel on the role of staff networks in delivering the 'In service of Scotland' objectives.

Example 4 – Race Equality Week (8th February 2022).

A joint article was written as both networks identified a need to explore allyship in general and how this relates to two protected characteristics, and also it was identified that the LGBTI+ network is a well-established network and it was felt that it would be good to share practice

3.8 Does the LGBTQ+ employee network group have measures in place to ensure that activity reaches employees in all locations?

What we're looking for:

- Formalised, consistent work to ensure activity can reach all employees. This might include a commitment in your terms of reference to hold a percentage of your events online or run activities in different regions.
- Consideration of dispersed workforces (for example those in retail stores or without regular access to IT), employees who work from home, and employees across all UK nations that you operate in.
- If you only have one location or building, consideration of the needs of employees who work remotely or away from desks.
- At least two examples of measures you have in place.

Yes

Describe at least two measures in place and how they are formalized (max. 500 words).

Drop Ins

The LGBTI+ staff network has hosted monthly virtual coffee drop ins since April 2020. These are advertised on the LGBTI+ Staff Network's private Yammer page and the LGBTI+ Allies page (both accessible to LGBTI+ members across the Scottish Government and its agencies, 16,000 staff). This reach is also complemented by e-mail to the network's mailing list. This helps ensure that confidentiality is upheld and respected, so members of staff can e-mail a reputable committee member directly and not a shared inbox unrelated to the LGBTI+ network. These drop ins have been attended by people from A band (junior staff) to Directors as well as staff from all across Scotland and a wide variety of departments and agencies.

Promotion of events across SG

Network events are also advertised in local directorate's individual bulletins, for example the Social Security Scotland Daily Bulletin, as this is seen by their operational department and other staff, who are known to use Yammer less. This helps a group of colleagues stay connected who otherwise would be hard to reach (for example local delivery staff from across Scotland).

Online events

The network events are proactively organized with inclusion at its core, and while there has been a shift of some members towards working in offices, the network has a commitment to keep most of its events online. The event organizing as well as comms strategy of the LGBTI+ network have been thought through to aid in inclusion of marginalized groups (such as disabled or carers) by the inclusion of assistive technology and professionals (BSL interpreters). Events have been organized carefully around school drop-off times, and the format of the events (no additional visuals, speakers-only on camera) has offered alternative ways to access the events (dial-only possible and even encouraged).

Yammer

Our Yammer has been used to advertise virtual Prides, and more recently in-person Pride events again. There has been information about safety guidelines and regulations relating to in-person Pride events. Due to this promotion, members of staff are able to meet in person, safely.

Section 4: Empowering individuals

Completed - 29 Sep 2022

Section 4: Empowering individuals

This section examines the process of engaging individuals to create an LGBTQ+ inclusive culture at the organisation. The questions scrutinise how the organisation empowers LGBTQ+ and non-LGBTQ+ employees to step up as change makers and allies.

Does the organisation support LGBTQ+ employees at all levels to become change makers through training, programmes and/or resources?

What we're looking for:

- Support that focusses specifically on steps LGBTQ+ people can take to become active role models or change makers in your organisation.
- This could include resources, programmes or training.

Yes

Describe the training, programmes and/or resources (max. 500 words).

Pathways Learning Resources

LGBTI+ staff across the organisation can access Pathways Learning Management System to engage in a wide range of courses aimed at supporting people to become change makers. This includes content on LGBTI+ Allyship, Trans Allyship, taking action in bisexual inclusion, and an embedding LGBTI+ inclusion into policies toolkit, in addition to all other diversity and inclusion related resources.

We have engaged closely with an extensive range of internal stakeholders including Networks, the Diversity & Inclusion Team and the Equality Unit to co-design the learning resources. We have also worked in partnership with the Employer Network for Equality & Inclusion (ENEI), an award-winning external provider which specialises in diversity and inclusion, to develop our Mandatory Diversity and Inclusion training packages.

Training Needs Analysis

In October 2021 LGBTI+ committee members participated in a training needs analysis conducted by the D&I Team. This aimed to identify the skills and development support they needed to fulfil their network role in order inform the provision of network specific training.

The Networks identified the following needs:

- Develop an understanding of corporate policies and their application in a network setting, e.g. DPA/GDPR, saltire moderation management, Civil Service Code etc.
- Know how to develop objectives and work plans
- Understand data and evaluating impact
- Build effective communication
- Leadership development
- To be confident with events design, planning and delivery
- Developing role descriptors and succession planning
- Objective setting for network roles
- Building a brand and presence
- Facilitation skills / engagement skills
- Online community management
- To understand best practice for chairing meetings
- To understand how to safely challenge upwards
- Allyship

These themes will be taken forward in Phase 2 of the D&I Curriculum. SG role specific learning and positive action learning will be focused on building capacity of staff diversity networks, their members and other SG staff from protected groups.

Network Support Framework

The Scottish Government Staff Diversity Network Support Framework was introduced in June 2022. In February 2022 the LGBTI+ network tested a toolkit to support the planning and delivery of network events during LGBT History Month, which has now been made available to support all staff diversity networks. This has been communicated to the network through monthly meeting of network leads and supported by the creation of a Network Development tile on the SG Learning Platform 'pathways'. This includes toolkits for Network Events, Communications and New Networks, Quality Assurance of

resources, Developing Network Roles.

Amplifying LGBTI+ Voices

We encourage and enable staff to publish a whole range of staff blogs and articles, where LGBTI+ staff can share their personal experiences, insights and to raise awareness of issues – these include signposting and actions for all staff to take to advance inclusion of LGBTI+ people. Bisexual, binary and non-binary trans, parenting, board and disability representation have been highlighted at two directorate-wide Pride events with over 250 attendees.

4.2 In the past year, has the organisation shared the workplace experiences of LGBTQ+ people with the following identities?

What we're looking for:

- An internal, all-staff communication, such as an all-employee email or blog post.
- Content that makes clear the person's identity and that doesn't leave the reader or viewer to make assumptions.
- Stonewall uses umbrella terms and we recognise that language and identities are personal. If an employee doesn't identify with a term listed below, be led by them on which option they feel comfortable being included within.
- Good practice is to share the experiences of internal employees. However, we would recommend ensuring that no pressure is put on LGBTQ+ employees to be visible in this way. If employees do not want to share their experiences, you could share the workplace experiences of employees outside your organisation, for example from the wider sector.
- Marks will not be awarded in this question where the experiences of celebrities are shared.

Tick all that apply.

Responses Selected:

B. Bi people

C. Binary trans people (e.g. trans men and trans women)

D. Gay or lesbian people

F. LGBTQ+ people aged 50 or older

G. LGBTQ+ people at board level

H. LGBTQ+ people at senior management level

I. LGBTQ+ people being open about their mental health challenges (including disability relating to mental health)

K. LGBTQ+ people who are parents

M. Non-binary people (e.g. genderfluid or genderqueer people)

A. Submit evidence of sharing these experiences in the last year.

A: Provide the date on which this was shared internally.

(No response)

B. Submit evidence of sharing these experiences in the last year.

[Stonewall WEI 2023 4.2 EVIDENCE - LGBTQ Experiences - B.docx](#)

Filename: Stonewall WEI 2023 4.2 EVIDENCE - LGBTQ Experiences - B.docx **Size:** 47.0 kB

B: Provide the date on which this was shared internally.

23 Sep 2022

C. Submit evidence of sharing these experiences in the last year.

[Stonewall WEI 2023 4.2 EVIDENCE Trans Experiences Blogs - C.docx](#)

Filename: Stonewall WEI 2023 4.2 EVIDENCE Trans Experiences Blogs - C.docx **Size:** 1.1 MB

C: Provide the date on which this was shared internally.

7 Sep 2022

D. Submit evidence of sharing these experiences in the last year.

[Stonewall WEI 2023 4.2 EVIDENCE LGBTQ Experiences - D.docx](#)

Filename: Stonewall WEI 2023 4.2 EVIDENCE LGBTQ Experiences - D.docx **Size:** 302.7 kB

D: Provide the date on which this was shared internally.

21 Jul 2022

E. Submit evidence of sharing these experiences in the last year.

E: Provide the date on which this was shared internally.

(No response)

F. Submit evidence of sharing these experiences in the last year.

[Stonewall WEI 2023 4.2 EVIDENCE LGBTQ Experiences - F.docx](#)

Filename: Stonewall WEI 2023 4.2 EVIDENCE LGBTQ Experiences - F.docx **Size:** 204.8 kB

F: Provide the date on which this was shared internally.

21 Jul 2022

G. Submit evidence of sharing these experiences in the last year.

[Stonewall WEI 2023 4.2 EVIDENCE LGBTQ Experiences - G.docx](#)

Filename: Stonewall WEI 2023 4.2 EVIDENCE LGBTQ Experiences - G.docx **Size:** 109.0 kB

G: Provide the date on which this was shared internally.

18 Oct 2021

H. Submit evidence of sharing these experiences in the last year.

[Stonewall WEI 2023 4.2 EVIDENCE LGBTQ Experiences H.docx](#)

Filename: Stonewall WEI 2023 4.2 EVIDENCE LGBTQ Experiences H.docx **Size:** 232.6 kB

H: Provide the date on which this was shared internally.

29 Sep 2022

I. Submit evidence of sharing these experiences in the last year.

[Stonewall WEI 2023 4.2 EVIDENCE LGBTQ Experiences - I.docx](#)

Filename: Stonewall WEI 2023 4.2 EVIDENCE LGBTQ Experiences - I.docx **Size:** 112.9 kB

I: Provide the date on which this was shared internally.

18 Oct 2021

J. Submit evidence of sharing these experiences in the last year.

J: Provide the date on which this was shared internally.

(No response)

K. Submit evidence of sharing these experiences in the last year.

[Stonewall WEI 2023 4.2 EVIDENCE LGBTQ Experiences K.docx](#)

Filename: Stonewall WEI 2023 4.2 EVIDENCE LGBTQ Experiences K.docx **Size:** 28.9 kB

K: Provide the date on which this was shared internally.

21 Jul 2022

L. Submit evidence of sharing these experiences in the last year.

L: Provide the date on which this was shared internally.

(No response)

M. Submit evidence of sharing these experiences in the last year.

[Stonewall WEI 2023 4.2 EVIDENCE LGBTQ Experiences - M.docx](#)

Filename: Stonewall WEI 2023 4.2 EVIDENCE LGBTQ Experiences - M.docx **Size:** 28.8 kB

M: Provide the date on which this was shared internally.

21 Jul 2022

4.3 Does the organisation have a formal programme or initiative to engage all non-LGBTQ+ employees to become LGBTQ+ allies?

What we're looking for:

- A formal mechanism to engage non-LGBTQ+ people with LGBTQ+ equality.
- This could include allies receiving a visible signal of their commitment to LGBTQ+ equality, where this is conditional on employees participating in a programme and/or receiving training.
- Internal awareness-raising sessions or training specifically for allies that covers the importance of allies and actions that individuals can take to be effective allies.
- Programmes or initiatives that go beyond a one-off internal communication or event (as awarded for in sections 2 and 3).

Select one option.

B. Yes, a separate allies network group

Describe the allies programme or initiative (max. 500 words).

B Allies Network

The Scottish Government has a well-established LGBTI+ Allies Network which aims to:

- Understand how to support the Scottish Government LGBTI+ community
- Challenge poor behavior
- Provide a group to which LGBTI+ colleagues can turn to for support, if needed.

LGBTI+ allies' activities are publicised on both the intranet (Saltire) and via the staff Networks on Yammer. The Yammer pages are used to advertise events, virtual cafés and to promote discussion and awareness. We also offer resources on our learning platform to support and engage with all non LGBTI+ colleagues on allyship, including a dedicated page about our ally network in our guidance for staff. This highlights the importance of allyship. Examples are;

- Securing senior buy-in
- Straight allies
- 10 ways to be an LGBTI+ ally
- Top 10 tips for LGBTI+ inclusion in the workplace
- LGBTI+ Allies Network

The LGBTI+ community within the Scottish Government have an Executive Team Ally and a Network Champion. The Executive Team Ally's role is to promote the inclusion and equality of LGBTI+ staff at Executive level. The role of the ET Ally is to support the network to advocate, forge connections and support changes in the workplace. They also:

- Seek to ensure LGBTI+ voices are heard in organisational decision-making
- Take personal accountability for how they act and react with 3 key self-reflection questions in shaping their action; How am I raising awareness and enabling conversations? How am I challenging myself and others? How am I building my and our capability and confidence so we become a more diverse and representative organisation?

B COMMS Plan and Training Resources

The theme of allyship was introduced within the First Steps to Trans Inclusion training sessions provided by Stonewall Scotland.

The learning platform (Pathways) also has a space dedicated to allyship. Here there are specific resources linked to support LGBTI+ people as well as a separate set of resources to support trans people. Active allyship is also a strong theme in the D&I team's communication and engagement plans for the year 2022 - 2023. Allyship is underlined in the promotional materials supporting the Trans and Non Binary Policy and Procedures and this theme is central to SG's plan for supporting embedding and

implementation of the policy.

Upload a communication advertising the allies programme or initiative.

[Stonewall WEI 2023 - 4.3 - EVIDENCE - Allyship Resources..docx](#)

Filename: Stonewall WEI 2023 - 4.3 - EVIDENCE - Allyship Resources..docx **Size:** 602.0 kB

4.4 Does the organisation support all non-bi employees (including lesbian and gay employees) to become bi allies through training, programmes and/or resources?

What we're looking for:

- Examples can include information booklets, programmes or training.
- Training, programmes and/or resources that focus specifically on being an ally to bi people and include specific actions employees can take.
- More than a one-off internal communication or event (as awarded for in sections 2 and 3).

Yes

Describe the training, programmes and/or resources (max. 500 words).

In 2022 Stonewall were commissioned to deliver a workshop "Creating a Bi Inclusive Organisation". This was available to all colleagues to attend, one more session will be delivered in 2022.

In addition, the learning platform Pathways also has a space dedicated to Bi Inclusion. This includes links to resources which highlight the barriers facing Bi people in the workplace along with lived experiences.

There are resources highlighting actions to take to support a bi inclusive environment including bi allyship. This learning pathway pulls in resources from a various organisations including Stonewall and the Equality and Human Rights Commission.

In 2022 the Diversity and Inclusion communications team have initiated an internal communications plan which will focus on how staff across the organisation can be an active ally to all minority groups.

Upload any written content, such as training slides or resources.

[Stonewall WEI 2023 - 4.4 - EVIDENCE - Bi-Inclusion Resources.docx](#)

Filename: Stonewall WEI 2023 - 4.4 - EVIDENCE - Bi-Inclusion Resources.docx **Size:** 2.1 MB

4.5 Does the organisation support all cis employees (including lesbian, gay and bi employees) to become trans allies through training, programmes and/or resources?

What we're looking for:

- Examples can include information booklets, programmes or training.
- Training, programmes and/or resources that focus specifically on being an ally to trans people and include specific actions employees can take.
- Specific content on being an ally to non-binary people.
- More than a one-off internal communication or event (as awarded for in sections 2 and 3).

Yes

Describe the training, programmes and/or resources (max. 500 words).

In 2022 Stonewall has delivered four 'First Steps to Trans Inclusion' training sessions which are available to all staff. Three more sessions will be delivered before the end of 2022. Two of these sessions were delivered to Corporate teams specifically, and one for Line Managers.

Stonewall also produced a recorded version of 'First Steps to Trans Inclusion' which will be available to all staff on our learning platform. They recorded a separate version aimed at senior leaders which will be available to this audience. Both recordings will be widely promoted as a learning resource as part of our wider communications of the refreshed trans policy guidance.

Our learning platform Pathways has a section on trans inclusion which contains a variety of resources such as understanding trans micro aggressions and discrimination, gender identity, allyship and our commitments as an organisation. There are also lived experience articles.

In 2022 the Diversity and Inclusion communications team have initiated an internal communications plan which will focus on how all staff can be an active ally to all minority groups, with a reach across the organisation.

Our online learning platform 'Pathways' also offers a collated range of specific resources on supporting trans inclusion and practical actions cis staff can take to support trans colleagues. This learning 'pathway' on Gender Reassignment and Transitioning was developed in 2021 in consultation with the LGBTI+ network and LGBTI+ policy team. The pathway has the following sections, with detailed links to resources and sources of information throughout (the complete pathway is also attached):

- Introduction with statement regarding the Scottish Government's commitment to advancing trans rights in the workplace and across Scotland
- The SG Trans Equality and Inclusion Policy
- Understanding gender reassignment and discrimination
- Basics to trans inclusion
- Supporting trans inclusion in the workplace
- Further reading and resources to advance trans equality.

Allyship is underlined in the promotional materials supporting the Trans and Non Binary Policy and Procedures and this theme is central to SG's plan for supporting embedding and implementation of the policy.

Upload any written content, such as training slides or resources.

[Stonewall WEI 2023 - 4.5 - EVIDENCE - Trans Allyship Resources.docx](#)

Filename: Stonewall WEI 2023 - 4.5 - EVIDENCE - Trans Allyship Resources.docx **Size:** 12.3 MB

4.6 Does the organisation support all employees (including LGBTQ+ employees) to become allies to other marginalised LGBTQ+ communities through training, programmes and/or resources?

What we're looking for:

- Training, programmes and/or resources that focus on identities other than bi or trans identities. For example, the support could focus on becoming an ally to groups experience multiple marginalisation, such as LGBTQ+ people of faith.
- More than a one-off internal communication or event (as awarded for in sections 2 and 3).
- Specific actions employees can take.

Yes

Describe the training, programmes and/or resources (max. 500 words).

Stonewall have been commissioned to provide LGBTI+ allyship training sessions in October 2022 This will complement the allyship resources on Pathways and Saltire. Allyship was introduced within the 'First Steps to Trans Inclusion' training sessions provided by Stonewall Scotland.

The learning platform Pathways, also has a space dedicated to allyship. Here there are specific resources linked to support LGBO people as well as a separate set of resources to support trans people - Allyship | SG Thrive (learn.link)

In 2022 the Diversity and Inclusion communications team have initiated an internal communications plan which will focus on how all staff can be an active ally to all minority groups, with a reach across the organisation.

Upload any written content, such as training slides or resources.

[Stonewall WEI 2023 - 4.6 - EVIDENCE - Allyship Resources..docx](#)

Filename: Stonewall WEI 2023 - 4.6 - EVIDENCE - Allyship Resources..docx **Size:** 1.4 MB

4.7 Does the organisation have measures in place to ensure that your work to empower individuals reaches employees in all locations?

What we're looking for:

- Consistent work to ensure activity can reach all employees.
- This might include:
 - Ensuring you share the stories of LGBTQ+ people from all the regions or UK nations you operate in.
 - Ensuring your allies programmes and resources are available in all your locations and/or digitally.
- Consideration of dispersed workforces (for example those in retail stores or without regular access to IT), employees who work from home, employees in urban/rural settings, and employees across all UK nations that you operate in.
- If you only have one location or building, consideration of the needs of employees who work remotely or away from desks.
- At least two examples of measures you have in place.

Yes

Describe at least two measures in place and how they are formalised (max. 500 words).

Communications approach

The Internal Communications team work in conjunction with the Diversity and Inclusion team to ensure all communications activity is inclusive. We have recently developed a communications calendar to identify key LGBTI+ awareness dates and milestones. We have also established a positive relationship with the LGBTI+ Network and regularly seek input from members when drafting communications materials.

The Scottish Government's intranet, Saltire, offers a range of communications channels reaching approximately 19,000 staff across the organisation and its agencies. Colleagues are encouraged to use

the comments function to share their thoughts and experiences. The Saltire average readership figure is 3,254 per article.

We have also shared the lived experiences of colleagues who've been open about their identities:

- We regularly feature the voices of LGBTI+ people working at senior management level and colleagues who are 50 or older. In February 2022, we sought input from two senior colleagues to promote LGBTI+ History Month 2022.
- In June 2022, we marked Pride Month and an LGBTI+ colleague shared their experience of attending Pride with their children (Celebrating 50 years of Pride).
- As part of the Pride blogging series, we shared the lived experience of a non-binary colleague who has been open about their mental health challenges. (Pride - Learning from both past and future generations).
- We shared the experience of a colleague who is bisexual and has a wife who identifies as binary trans (Finding Pride).
- The Pride blogging series explored the lived experience of someone who is bisexual and part of the LGBTI+ youth group (How We Find the Words to Talk about Pride).
- Two colleagues also shared their stories about coming out as gay and lesbian (Pride Before Pride and Why pride still matters to me).

In February 2022, we promoted an extensive programme of work across the Scottish Government and its agencies to build a more inclusive workplace, including action to advance LGBTI+ equality. This aimed to keep building culture where everyone feels welcome, valued, safe and supported to contribute fully at work. An article was published on Saltire which contained quotes from an Executive Team member and LGBTI+ ally, HR and an LGBTI+ Network member.

We worked in conjunction with the LGBTI+ Network to coordinate LGBTI+ History Month. The promotional Saltire article secured 3, 019 views, an increase from 2, 600 views in 2021. In April, we published an article which focused on reducing inequalities in the workplace and secured 5, 908 views, whilst the promotion of the Race Equality Network conference also performed well gaining 3, 812 views.

The Saltire team, who are responsible for all intranet guidance, work in conjunction with Internal Communications Team and policy leads to ensure all content published is accessible and up to date. Guidance is regularly updated and linked to in news articles.

In addition to our main internal communications channels, we regularly promote key LGBTI+ messages

via the weekly Leadership Brief. This issues to senior leaders and contains key messages which are then cascaded to all staff.

The following question is for information gathering purposes only and is not scored.

4.8 In the past year, has the organisation shared the workplace experiences of LGBTQ+ people with the following identities?

What we're looking for:

- This question follows the same format as 4.2 but is unscored.

No Responses Selected

Upload evidence of sharing these experiences in the last year.

Provide the date on which this was shared internally.

(No response)

Section 5: Leadership

Completed - 29 Sep 2022

Section 5: Leadership

This section examines how the organisation engages senior leaders and line managers in their responsibility to set an LGBTQ-inclusive culture. The questions scrutinise how the organisation empowers senior leaders, the individual actions senior leaders take, and how all line managers are encouraged to recognise LGBTQ+ inclusion as key to their role.

5.1 In the past year, how has the organisation supported board and senior management employees to understand the issues that affect LGBTQ+ people?

What we're looking for:

- Support that's consistently provided, not on an ad hoc basis.
- Options that are available to multiple senior leaders, not just one senior champion.
- A – this is a formal process whereby senior employees are mentored on LGBTQ+ issues by more junior LGBTQ+ employees.
- Conferences and seminars can be physical or digital.

Tick all that apply.

Responses Selected:

A. Reverse mentoring opportunities

C. LGBTQ-specific conferences and seminars

D. Bi-specific conferences and seminars

F. Trans-specific conferences and seminars

Describe each option selected (max. 200 words per option).

A

The LGBTI+ committee and network members reverse mentored two Executive Team members in groups and individual settings.

C

The Board and senior management have had access to the full range of LGBTI+ related training offers and events over the past year via intranet and learning platform Pathways.

SG also provided training specifically for our Senior Civil Servants at director and deputy director level. Completion rates for directors for our mandatory Inclusive Culture training were as follows;

Championing an Inclusive Culture (Directors): 85% attendance.

Championing an Inclusive Culture (Deputy Directors): 50% attendance.

Our Executive Team are spearheading driving up the attendance of deputy directors to full completion by end November 2022.

Senior staff are engaged as active role models in our ally themed communication plan for 2022.

LGBTI+ specific events where the senior team have engaged over the past year include;

28th Feb At the opening of LGBTI+ History Month on 1 February 2022, Lorna Gibbs, Deputy Director of Data and Digital, shared a platform Caroline Lamb, Chief Executive of NHS Scotland and Director General Health and Social Care, and the Executive Team Ally for the LGBTI+ Staff Network.

1st March Meeting of network leads with Perm Sec as part of his induction to SG as he took on his new role. Also attended by Director General, Lesley Fraser as ET D+I Ally.

2nd March Meeting with Perm Sec and the Senior Civil Servant Champions and Chairs of the 5 Diversity Networks aligned to SG corporate action plans and policies, including the LGBTI+ network, as part of his induction. Also attended by Director General, Lesley Fraser.

20 & 27th June. Network Chairs and SCS Champions meetings with SG Director General, Lesley Fraser on our Network Engagement Framework.

25th June Edinburgh Pride (with Permanent Secretary and ET D+I Ally)

6th September Network Chairs and SCS Champions meeting with meetings with SG Director General, Lesley Fraser on our Network Engagement Framework – next steps.

29th September For the relaunch of our Trans and Non Binary Equality and Inclusion policy our LGBT+ Executive Team Ally released a VLOG.

D – Two sessions open to all staff on creating a Bi inclusive organisation were commissioned from Stonewall Scotland and delivered in August and September 2022. This was available to staff at all levels of the organisation. A session on LGBTI+ Allyship has been commissioned from Stonewall and is scheduled to be delivered in October. This will also be open to all staff.

F – We commissioned Stonewall Scotland to develop and deliver ‘First Steps to Trans Inclusion’ training sessions. Four of these sessions have been delivered so far, with 2 available to all staff, 1 dedicated to Line Managers at all levels and 1 dedicated to People Development at all levels (HR professionals). There are 3 more dates booked to be delivered in the latter part of 2022. Additionally we commissioned Scottish Trans Alliance to facilitate a group feedback session for the Comments and Moderation Policy in May with a group of our trans and non binary colleagues. We have also commissioned them to do further

work with the staff group to gain insights into other aspects of the employee experiences as part of our Staff Insights work to inform our employer EQIAs.

5.2 In the past year, which of the following activities have members of the board and/or senior management engaged in?

What we're looking for:

- Activities that are carried out by a range of leaders.
- D - this can include organisational LGBTQ+ inclusion strategies and LGBTQ+ staff network strategies
- E - this will only be awarded if you received points for questions 6.4, 6.5 or 6.6.
- F - period, rather than ad hoc, meetings.
- G and H - description of how the speech had specific messages of bi, non-binary and trans equality.
- G and H - events can be physical or digital.
- H - this can be a sector-facing or community-facing event.

Tick all that apply.

Responses Selected:

- A. Communicated a strong message on LGBTQ+ equality
- B. Communicated a strong message on bi equality
- C. Communicated a strong message on trans equality, explicitly including non-binary equality
- D. Reviewed and/or approved an LGBTQ+ inclusion strategy
- E. Reviewed top line LGBTQ+ monitoring reports and actions
- F. Met periodically with the LGBTQ+ employee network group
- G. Spoken at an internal LGBTQ+ event
- I. Attended an external LGBTQ+ event, for example Pride

Describe each option selected (max. 200 words per option).

Please include specific dates or time periods.

Please list the names and job titles of the individuals named above. Please ensure you have strict permission from them for their name to appear in this submission.

A.

On 14 October 2021 and 23 February 2022 Caroline Lamb (Director General health and social care and LGBTI+ Executive Team Ally) featured in Saltire News Articles supporting action to build a more inclusive culture for LGBTI+ colleagues.

On 1 June 2022 JP Marks, Permanent Secretary reinforced expectations of all staff to support LGBTI+ colleagues to feel safe and supported at work in a Saltire news article.

Senior leaders across Directorates have taken individual actions to promote LGBTI+ awareness and allyship:

Don McGillivray, Director for Safer Communities led Directorate sessions LGBTI+ equality (inclusive of Trans rights). These aimed to increase the awareness of and support to membership networks within the SG, and to influence staff on an individual level to tackle unconscious bias. Mr McGillivray has also provided 'weekly notes' amplifying LGBTI+ messages to support corporate messaging to staff.

Joe Griffin, Director General for Education and Justice holds monthly diversity and inclusion sessions for all members of that Directorate. LGBTI+ themed sessions were held on 30 June 2021 to Celebrate Pride and on 5 August 2021 to elevate LGBTI+ issues. Almost 200 staff from across the DG attended each of these sessions and speakers included gay, bisexual, non-binary and trans staff.

B

In Senior leadership biannual communications on 14 October 2021 and 23 February 2022 the focus was on building a more inclusive culture to reinforce the message that "There's more we must do to improve the experiences of LGBTI+ colleagues, particularly trans and bisexual staff.". The Scottish Government also took action to promote Bi - Visibility day by lighting up the central office (St Andrew's House in Edinburgh) on 23rd September 2022 in purple.

C

The Scottish Government Trans and Non Binary Equality and Inclusion Policy sets out that the commitments, principles and protections that apply to trans and non binary colleagues in the workplace. The policy includes the specific responsibilities of senior staff as;

LGBTI+ and Allies Senior Champions, DG Ally and Perm Sec will take action to:

- Encourage the embedding of this policy across the Scottish Government.
- Be visible and vocal role models, widely recognised as supporters and champions of transgender staff.
- Actively promote the principles of this policy and procedures, and embed these in their own practice.

- Tackle prejudice against and promote understanding of trans issues.
- Facilitate, participate in and promote training opportunities in relation to trans inclusion and equality.

A news article was published to support the internal publication of the refreshed policy and procedure, featuring a video from Caroline Lamb as ET Ally.

As part of the launch we also published a blog from Lorna Gibbs as LGBTI+ Senior Civil Servant Champion on LBGT+ Allyship and importance of this to our trans and non binary colleagues.

On 28 July 2022, Caroline Lamb (DG Health and Social Care and LGBTI+ Executive Team Ally) and Lesley Fraser (DG Corporate and overall Executive Team Diversity and Inclusion Champion) issued a joint message to LGBTI+ network to reaffirm their support and commitment.

D

Senior members of the People Development Team (HR) have been engaged in the review of the of the Trans Equality and Inclusion Policy, including in the approval and sign off of all policy and procedure content. The Policy COMMS and implementation plan brings in engagement with the directors of SG agencies and other core departments to embed the policy. The senior team have also promoted and championed the new version of the policy by providing quotes, commentary and expressions of support in the communications around it.

Additionally they have been involved in the review of the Comments and Moderation Policy, Standards of Behaviour and Grievance Policies.

E

The Diversity and Inclusion Dashboard is produced by Corporate Analytical Services Team (CAST) every 3 months and provides a summary of all diversity related data for the SG as an employer. This pack summarises the diversity data for Scottish Government staff who have completed the diversity monitoring questions on our HR management system. Data is analysed against the characteristic of 'LGBO' and trends and figures are presented for aspects such as declaration rate trends across SG, declaration rates by Directorate, length of service, and source. The pack is accessible across the organisation via sharepoint and it is shared with the Executive Team every 6 months in a 'deep dive' session presented by the D&I team and CAST at the Executive Team People Session. This information is used for business and strategic planning by senior staff across the organisation.

F

Senior leadership regularly engage with the LGBTI+ network. JP Marks (new Permanent Secretary) met with the LGBTI+ network leads and SCS Champions, twice during this induction following his appointment. He also jointed the wider network to participate in activities during LGBT History Month and Pride.

Members of the board and senior management have regularly met with the LGBTI+ Network throughout the past year. Lesley Fraser (ET Diversity and Inclusion Champion) has specifically engaged with the network (3 times in the first six months of 2022, with the most recent meeting being on 6th September) as part of the consultation around the Network Support Strategy.

Lesley has met with all network leads on the 20th and 22nd of June 2022 to consult and gather views on the Network Support Framework.

The Director for Equality, Inclusion and Human Rights met with the network on 22nd June for an 'In Conversation' event.

G

Caroline Lamb, DG Health and Social Care and ET Ally for LGBTI+ spoke at and participated in the opening and closing events for LGBTI+ History Month 1st February 2022.

The Permanent Secretary also attended the LGBTI+ History month opening event and reflected on LGBT History Month in a saltire news article, visible to all staff, where he stated that; "it's imperative that all LGBTI colleagues feel safe and supported at work, and I expect all colleagues to play their part in this - making sure our diversity objectives are intersectional is just one way we can work towards continuing to improve inclusion within SG. I'm proud that SG has one of the oldest LGBTI Staff Networks in Scotland, and I look forward to joining network members to march at the end of the month."

I

JP Marks, Permanent Secretary and Lesley Fraser, DG Corporate and overall Executive Team Champion for diversity and inclusion both attended Edinburgh Pride, marching alongside LGBTI+ colleagues and their allies under the SG banner. This was featured in a photo story of the day's events on Saltire.

Please upload screenshots of communications, if applicable.

[Stonewall WEI 2023 - 5.2 - EVIDENCE - Senior Leaders LGBTQ Comms - A.docx](#)

Filename: Stonewall WEI 2023 - 5.2 - EVIDENCE - Senior Leaders LGBTQ Comms - A.docx **Size:** 612.6 kB

[Stonewall WEI 2023 - 5.2 - EVIDENCE - Senior Leaders LGBTQ Comms - B and C.docx](#)

Filename: Stonewall WEI 2023 - 5.2 - EVIDENCE - Senior Leaders LGBTQ Comms - B and C.docx **Size:** 1.6 MB

[Stonewall WEI 2023 - 5.2 - EVIDENCE - Senior Leaders LGBTQ Comms - G.docx](#)

Filename: Stonewall WEI 2023 - 5.2 - EVIDENCE - Senior Leaders LGBTQ Comms - G.docx **Size:** 288.9 kB

[Stonewall WEI 2023 - 5.2 - EVIDENCE - Senior Leaders LGBTQ Comms - I.docx](#)

Filename: Stonewall WEI 2023 - 5.2 - EVIDENCE - Senior Leaders LGBTQ Comms - I.docx **Size:** 739.5 kB

5.3 Does the organisation have measures in place to ensure that senior leader activity reaches employees in all locations?

What we're looking for:

- Consistent work to ensure activity can reach all employees.
- This might include:
 - Ensuring activities are carried out by senior leaders in all regions or UK nations that you operate in.
 - Ensuring that speeches at internal LGBTQ+ events are recorded and distributed digitally.
 - Ensuring that senior leader messages are written as well as verbal.
- Consideration of dispersed workforces (for example those in retail stores or without regular access to IT), employees who work from home, and employees across all UK nations that you operate in.
- If you only have one location or building, consideration of the needs of employees who work remotely or away from desks.
- At least two examples of measures you have in place.

Yes

Describe at least two measures in place and how they are formalised (max. 500 words).

The senior leadership activity on LGBTI+ communications and engagement has a wide reach. All activity is posted on the intranet (Saltire), and frequently highlighted in the News In Brief, Blog posts and Saltire articles. There are between 16-17,000 Scottish Government employees in both core and agencies throughout all UK geographical locations and all can access this platform. Staff across Scottish Government are working in a hybrid way with a mix of office and home working and everyone has access to key communications channels of Saltire and Yammer. Virtual events are also widely accessible and are arranged on an 'events online' platform owned by the Scottish Government. Content on the intranet includes daily news briefs including regular senior leader updates and comments and blogs by senior leaders.

The LGBTI+ network network's yammer page is accessible by all members including senior staff (if they identify as LGBTI+), and the LGBT+ allies network is accessible for all staff to join, regardless of grade.

Each directorate has regular 'all people' meetings hosted by the Director and including all staff within the Directorate. These meetings are used to highlight work in progress, current issues and are a space for the senior staff to communicate key points to the whole staff team. The Director General for Education and Justice, Joe Griffin has holds a monthly diversity sessions for all staff in Education and Justice Directorate. These events have been virtual and have been well attended. These are themed around protected characteristics and feature speakers from staff networks and equality related areas. An LGBTI+ themed session was held in Pride Month in this directorate.

Directors also issues e-mail communications and newsletters to the staff in their Directorate in support of policies and initiatives, containing information on initiatives, expressions of support for policies, and guidance on where to find further information.

5.4 Does the organisation require all senior leaders and line managers to meet an inclusion-based competency on recruitment?

What we're looking for:

- A standard competency in all job descriptions and/or a mandatory question in all interviews.
- This does not need to just be one standard question – you could provide a range of competencies and/or interview questions for the recruiting team to choose from.
- Inclusion of internal promotions as well as external appointments.
- This does not need to be LGBTQ+ specific.

A. Yes, all senior leaders and line managers

Copy and paste the standard competency or interview question wording.

Inclusion focused competencies are embedded in staff objectives and staff practice.

People Management core skills, for band B and above, requires that managers recognise their impact on others, creating a positive environment which supports diversity and equality, health and well-being. All senior leaders cover a standard competency for People Management. This is included in all job descriptions and/or a mandatory question in all interviews. Part of the skills for success competency assessed at interview at this level is 'Self-aware, recognizes impact on others and creates a positive environment which supports diversity and equality and promotes health and wellbeing'.

Deputy Director – Leadership;

Embed a culture of inclusion and equal opportunity for all. where diversity .. (is) valued& respected. Communication; Respect& consider the diversity of the audience. Working Together; Embed an inclusive culture of creating .. teams who consider the diverse needs .. of other colleagues. Set out clear expectations that bullying, harassment& discrimination are unacceptable. Developing Self & Others; Create an inclusive environment from which all individuals can develop.

Director - Leadership;

Create an inclusive environment where diversity is valued & there is equality of opportunity for all. Communication; Develop a culture where colleagues consider the individual needs of people when deciding how to communicate. Working Together; Drive an inclusive.. culture which values diversity.. Create a culture where bullying, harassment, discrimination are unacceptable. Developing Self & Others; Develop.. strategies that address equality of opportunity& value the diversity of individuals. Actively seek opportunities for reverse mentoring by under-represented groups.

This commitment to inclusion is also reflected in Band C where the requirement is that they 'Create a positive environment which supports diversity& equality. Band B staff are required to be 'aware of diversity and equality issues'.

Describe how inclusion-based competencies are implemented across all roles (max. 200 words).

SG Senior Civil Service use the SCS Leadership Framework. Underpinning the framework is a commitment to diversity and inclusion and all of the behaviours described support inclusive leadership. This includes the explicit requirement to “champion opportunity for all and create an inclusive environment where diversity of thought and perspective is actively sought, valued and nurtured”.

SG uses the ‘Skills for Success’ competency framework for all non SCS managers. This includes being “Aware of their impact on others and can create a positive environment for innovation, and is aware of diversity and equality and supports health and wellbeing”.

All staff including managers are required to set out a mandatory diversity and inclusion objective as part of their personal work objectives. These objectives are then monitored and reported on via SG’s appraisal and performance process.

All civil servants are required to adhere to the Civil Service Code which includes the commitment to “act in a way that unjustifiably favours or discriminates against particular individuals or interests”. In The Service Of Scotland builds on this expectation by making the core values of integrity, inclusivity, collaboration, innovation and kindness central to the commitment of all staff in Scotland.

5.5 Does the organisation require all senior leaders and line managers to have an inclusion-based objective?

What we’re looking for:

- A standard practice across all performance appraisal structures and documents.
- A range of objectives senior leaders and line managers might consider based on their roles. This could include template wording.
- This does not need to be LGBTQ+ specific.

A. Yes, all senior leaders and line managers

Describe how inclusion-based objectives are implemented across all roles (max. 500 words).

All staff have mandatory diversity objectives. The purpose of these are to:

- eliminate workplace barriers
- create a fair and inclusive workplace culture
- create opportunities in our systems, processes and practises
- drive equality in the work you do as an individual, team, directorate or network

The diversity objectives guidance was updated and re-launched in May 2022 with a suite of examples of wording for D+I objectives that cover a range of staff grades and roles, including network activity roles.

Some examples of current objectives are included below:

Director;

- Met all the D&I networks as part of induction and fed back insight
- Thoughts on ET race ally role. Diversity on public boards, Saltire blog
- LGBTI issues and intervention on Saltire comments
- Monthly D&I events in DG family – started in May, good conversations, high attendance (over 200 attendees at every event) on issues such as LGTBI+ Black History, mental health, disability
- Mentoring and sponsorship
- Supporting the race leaders
- To lead people assurance across DG family including well-being and inclusion indicators
- Promote Diversity and inclusion in the Directorate and across the Safer Communities landscape:
- Increase visibility as a LGBTI leader within the organisation. Work with the two current SCS LGBTI champions and the network of staff to improve the support and wellbeing of staff who identify as LGBTI within the organisation.

Policy Manager

I will ensure that any policy I am developing follows a rigorous EQIA process which considers how the proposed changes embodied in the policy may impact on all protected groups.

Line Manager

I will support staff to understand Scottish Government values and behaviours, policies and formal processes in relation to trans related discrimination and harassment. I will do this supporting my team to develop awareness of the Trans and Non Binary Equality and Inclusion Policy and Procedure.

I will promote the use of the employee passport in my team and across my work area, focussing on how this can be used by colleagues who identify across protected characteristics.

Network Member

In my role as Network Committee Member I will promote awareness and knowledge of intersectional issue within the committee, and ensure that events I am involved in planning are considered through an intersectional lens.

B1

I will join the LGBTI+ ally network and promote awareness and knowledge of LGBTI+ equality and inclusion in the workplace.

An employee is required to demonstrate how they are meeting their objective and this is monitored through the performance and appraisal process.

Section 6: Monitoring

Completed - 29 Sep 2022

Section 6: Monitoring

This section examines how the organisation uses monitoring to understand the representation and experiences of its LGBTQ+ employees. The questions scrutinise data collection methods, analysis and outcomes.

Please ensure that no personally identifiable information is contained in your answers or evidence, e.g. names, job titles (where a single person or small number of people share the same job title), and job grades (where a single person or small number of people share the same grade).

6.1 Does the organisation gather data on employee sexual orientation through diversity monitoring forms and/or systems?

What we're looking for:

- Question wording that is in line with latest good practice. Please speak to your account manager if you are unsure of this.
- The same good practice question wording across all diversity monitoring forms and systems. Please state in your description if different question wording is used elsewhere.

Yes

Copy and paste the question you ask and the options employees can select (max. 500 words).

The following question is asked of employees in our HR system:

Sexual orientation:

- Bi-sexual
- Gay man
- Gay woman/lesbian
- Heterosexual/straight
- Other
- Prefer not to say

These questions are aligned with the guidance of the Chief Statistician, published in September 2021 Sex, gender identity, trans status - data collection and publication: guidance - gov.scot (www.gov.scot). This guidance directs public bodies in Scotland on how to gather and process data on sex, gender and trans status, including for diversity monitoring purposes. As an employer and a public body, we are expected to follow this guidance for the purpose of gathering diversity data from staff and applicants.

We are currently reviewing our HR system as part of our corporate transformation programme. A focus of this is the review of diversity monitoring questions including those related to sexual orientation of employees.

We also collect data on applicant sexual orientation as part of our recruitment process. The responses to the questions within the diversity monitoring form are analysed and reported on by our Corporate Analytical Services Team and are not seen by anyone involved in individual recruitment decisions.

The following question is currently asked in the recruitment system:

Which of the following best describes your sexual orientation? (Answer only if you are aged 16 or over)

- Straight / Heterosexual
- Gay or Lesbian
- Bisexual
- Other sexual orientation, please write in:
- Prefer not to say

What proportion of employees have answered this question on your HR system?

What we're looking for:

- Data from an HR system, not an anonymous staff survey.
- Proportions that do not include those who prefer not to say.

70-79%

Upload an analysis report demonstrating the declaration rate. Note that this must not contain individual responses or personally identifiable data.

[Stonewall WEI 2023 - 6.1 - EVIDENCE - Sexual Orientation declaration rate.xlsx](#)

Filename: Stonewall WEI 2023 - 6.1 - EVIDENCE - Sexual Orientation declaration rate.xlsx **Size:** 24.8 kB

Provide a brief description of the report you have uploaded (max. 200 words).

The worksheets provided are taken from the quarterly official statistics publication produced by our Corporate Analytical Services Team. This report uses diversity data gathered and held on our electronic HR system (eHR) which holds employment records for all staff. Individuals have access to update their own diversity data in relation to sexual orientation, ethnicity, religion or belief, disability status, marital status and carer status.

In March 2022, 69.9% of staff completed the sexual orientation question above on our eHR system with a response other than "Prefer not to say".

Check to confirm that no individuals could be identified from this evidence, either directly or by implication.

When we say 'individuals can be identified directly', we mean by unique identifier. For example, a name, employee identification number or code, or an email address.

When we say 'individuals can be identified by implication', we means that the data is grouped in a way that could allow individual staff to be identified. For example, if data were grouped by job title, which included job titles only held by one staff member.

Responses Selected:

No individuals can be identified

6.2 Does the organisation gather data on employee gender, inclusive of non-binary identities, through diversity monitoring forms and/or systems?

What we're looking for:

- Question wording that is in line with latest good practice. Please speak to your account manager if you are unsure of this.
- The same good practice question wording across all diversity monitoring forms and systems. Please state in your description if different question wording is used elsewhere.

Yes

Copy and paste the question you ask and the options employees can select (max. 500 words).

The UK - wide Civil Service People Survey asks the following questions:

1. What is your sex?

Female

Male

Prefer not to say

2. Is the gender you identify with the same as your sex registered at birth?

- Yes
- No (Please enter your gender identity)
- Prefer not to say

From these questions, Cabinet Office constructs a composite sex/gender identity response for each respondent. Respondents indicating a female (e.g. trans woman) or male (e.g. trans man) gender identity in the free-text box of question 2 above are recorded as “Female” or “Male” respectively, regardless of their response to question 1. Respondents indicating a non-binary gender identity (e.g. non-binary, genderfluid) in the free-text box are recorded as a gender identity of “Other”. Respondents who responded “Yes” or “Prefer not to say” or responded “No” with a free-text response that could not be categorized are recorded as their declared sex in question 1. The microdata from this survey received by the Corporate Analytical Services Team (CAST) contains this composite sex/gender identity field and does not contain the responses to question 1 nor the free-text responses to question 2.

At recruitment stage we collect data on applicants’ gender, inclusive of non-binary identities. The recruitment system includes questions on sex and trans status or history within the diversity monitoring section. The responses to these questions are analysed by CAST and are not seen by anyone involved in individual recruitment decisions.

The following questions are currently asked in the recruitment system:

1. What is your sex?

- Male
- Female
- Prefer not to say

2. Do you consider yourself to be trans, or have a trans history? (Answer only if you are aged 16 or over; Trans is a term used to describe people whose gender is not the same as the sex they were registered at birth)

Tick one box only

- No
- Yes – please describe your trans status (for example, non-binary, trans man, trans woman) [open text]
- Prefer not to say

From the responses to these questions, we construct a combined sex/gender identity response with a non-binary response in a similar manner to the procedure outlined above. These questions are aligned

with the guidance of the Chief Statistician, published in September 2021:

<https://www.gov.scot/publications/data-collection-publication-guidance-sex-gender-identity-trans-status/>.

This guidance directs public bodies in Scotland on how to gather and process data on sex, gender and trans status, including for diversity monitoring purposes. As an employer and a public body, we are expected to follow this guidance for the purpose of gathering diversity data from staff and applicants.

We also collect data on sex in our eHR system although this does not explicitly include non-binary gender identities. We are reviewing our HR system as part of our corporate transformation programme. A focus of this is the review of diversity monitoring questions including those related to gender identity and trans status of employees.

What proportion of employees have answered this question on your HR system?

What we're looking for:

- Data from an HR system, not an anonymous staff survey.
- Proportions that do not include those who prefer not to say.

90-100%

Upload an analysis report demonstrating the declaration rate. Note that this must not contain individual responses or personally identifiable data.

[Stonewall WEI 2023 - 6.2 - EVIDENCE - Gender by recruitment stage.xlsx](#)

Filename: Stonewall WEI 2023 - 6.2 - EVIDENCE - Gender by recruitment stage.xlsx **Size:** 10.7 kB

Provide a brief description of the report you have uploaded (max. 200 words).

The attached data is a summary table of the breakdown of all applicants to jobs (both internal and external) advertised by the Scottish Government at each stage in the recruitment process over the 6 months to 30th June 2022. Applicants can choose to complete diversity monitoring questions as part of their application. These responses are saved for future applications, although candidates have an opportunity to alter them if they so wish.

Our data shows that over 90% of applicants chose to share their gender identity as part of the recruitment process. Diversity monitoring questions, including for gender, were not asked for internal applications before the 28th of April 2022. Where an applicant has made another application after that date, diversity data has been added retrospectively to their earlier applications. However, this has artificially decreased the declaration rate among internal candidates.

Check to confirm that no individuals could be identified from this evidence, either directly or by implication.

When we say 'individuals can be identified directly', we mean by unique identifier. For example, a name, employee identification number or code, or an email address.

When we say 'individuals can be identified by implication', we means that the data is grouped in a way that could allow individual staff to be identified. For example, if data were grouped by job title, which included job titles only held by one staff member.

Responses Selected:

No individuals can be identified

6.3 Does the organisation gather data on employee trans status through diversity monitoring forms and/or systems?

What we're looking for:

- Question wording that is in line with latest good practice. Please speak to your account manager if you are unsure of this.
- The same good practice question wording across all diversity monitoring forms and systems. Please state in your description if different question wording is used elsewhere.

Yes

Copy and paste the question you ask and the options employees can select (max. 500 words).

Civil Service People Survey

The UK-wide Civil Service People Survey asks the following question:

Is the gender you identify with the same as your sex registered at birth?

- Yes
- No (Please enter your gender identity)
- Prefer not to say

Questions in the People Survey are set by Cabinet Office, allowing a standardised data set to be gathered on trans status across the Civil Service. The survey is conducted annually, and is live throughout late September/October each year. We produce People Survey diversity reports each year which are used internally to understand whether any groups are having different experiences at work. Questions are asked about many aspects of employee experience, and this includes specific questions on inclusion and fair treatment, organizational culture, discrimination, bullying and harassment, and wellbeing. The 2021 survey also collected information on experiences in relation to workplace adjustments and feeling 'safe to challenge'. These questions are then analysed and reported on in a demographic report. Results are used to inform SG's work as an employer.

Recruitment System

We collect data on the trans status of applicants as part of our recruitment system. This system includes questions on trans status or history within the 'about you' diversity monitoring section. These questions are aligned with the guidance of the Chief Statistician, published in September 2021, which as a public body, we are expected to follow: <https://www.gov.scot/publications/data-collection-publication-guidance-sex-gender-identity-trans-status/>. The responses to these questions are analysed and reported on by CAST and are not seen by anyone involved in individual recruitment decisions.

The following question is currently asked in the recruitment system:

Do you consider yourself to be trans, or have a trans history? (Answer only if you are aged 16 or over; Trans is a term used to describe people whose gender is not the same as the sex they were registered at birth)

Tick one box only

- No
- Yes – please describe your trans status (for example, non-binary, trans man, trans woman) [open text]
- Prefer not to say

We are also currently reviewing our HR system as part of our corporate transformation programme. A focus of this is the review of diversity monitoring questions including those related to gender identity and trans status or history of employees.

What proportion of employees have answered this question on your HR system?

What we're looking for:

- Data from an HR system, not an anonymous staff survey.
- Proportions that do not include those who prefer not to say.

80-89%

Upload an analysis report demonstrating the declaration rate. Note that this must not contain individual responses.

[Stonewall WEI 2023 - 6.3 - EVIDENCE - Trans status by recruitment stage.xlsx](#)

Filename: Stonewall WEI 2023 - 6.3 - EVIDENCE - Trans status by recruitment stage.xlsx **Size:** 9.9 kB

Provide a brief description of the report you have uploaded (max. 200 words).

The attached data is a summary table of the breakdown of all applicants to jobs within the Scottish Government at each stage in the recruitment process over the 6 months to 30th June 2022. Applicants can choose to complete diversity monitoring questions as part of their application. These responses are saved for future applications, although candidates have an opportunity to alter them if they so wish.

The data shows that over 85% of applicants chose to share their trans status as part of the recruitment process. Diversity monitoring questions, including for trans status, were not asked for internal applications before the 28th of April 2022. Where an applicant has made another application after that date, diversity data has been added retroactively to their earlier applications. However, this has artificially decreased the declaration rate among internal candidates.

Check to confirm that no individuals could be identified from this evidence, either directly or by implication.

When we say 'individuals can be identified directly', we mean by unique identifier. For example, a name, employee identification number or code, or an email address.

When we say 'individuals can be identified by implication', we means that the data is grouped in a way that could allow individual staff to be identified. For example, if data were grouped by job title, which included job titles only held by one staff member.

Responses Selected:

No individuals can be identified

6.4 Does the organisation monitor and analyse success rates from application to appointment across the following characteristics?

What we're looking for:

- Analysis of external appointments to the organisation.
- Comparisons of applicant diversity forms to new starter diversity forms.
- Analysis that has taken place in the past two years.
- A - note that you will only be eligible for marks if you have been awarded marks in 6.1.
- B - note that you will only be eligible for marks if you have been awarded marks in 6.2.
- C - note that you will only be eligible for marks if you have been awarded marks in 6.3.

Tick all that apply.

Responses Selected:

A. Sexual orientation

B. Gender

C. Trans status

A: Upload the most recent report showing analysis by sexual orientation.

Note that these must not contain individual responses or personally identifiable data.

[Stonewall WEI 2023 - 6.4 - EVIDENCE - Sexual Orientation declaration rate.xlsx](#)

Filename: Stonewall WEI 2023 - 6.4 - EVIDENCE - Sexual Orientation declaration rate.xlsx **Size:** 24.8 kB

B: Upload the most recent report showing analysis by gender.

Note that these must not contain individual responses or personally identifiable data.

[Stonewall WEI 2023 - 6.4 - EVIDENCE - Gender by recruitment stage.xlsx](#)

Filename: Stonewall WEI 2023 - 6.4 - EVIDENCE - Gender by recruitment stage.xlsx **Size:** 10.7 kB

C: Upload the most recent report showing analysis by trans status.

Note that these must not contain individual responses or personally identifiable data.

[Stonewall WEI 2023 - 6.4 - EVIDENCE - Trans status by recruitment stage.xlsx](#)

Filename: Stonewall WEI 2023 - 6.4 - EVIDENCE - Trans status by recruitment stage.xlsx **Size:** 9.9 kB

Check to confirm that no individuals could be identified from this evidence, either directly or by implication.

When we say 'individuals can be identified directly', we mean by unique identifier. For example, a name, employee identification number or code, or an email address.

When we say 'individuals can be identified by implication', we means that the data is grouped in a way that could allow individual staff to be identified. For example, if data were grouped by job title, which included job titles only held by one staff member.

Responses Selected:

No individuals can be identified

Describe who the analysis was seen by and what action was taken (max. 500 words).

The Resourcing department used the diversity report attached to monitor the success rates of candidates with distinct diversity characteristics, including sexual orientation, gender and trans status, at each stage of the recruitment process. This data fed into a scoping report to the Executive Team of the People Directorate about areas in need of development in our current external recruitment processes / procedures, informed resourcing strategy, and resulted in practical initiatives such as the introduction of the WI Criminal Records Check Transgender Guidance.

This data contributes to our Equality Mainstreaming Progress Report which is published biennially in compliance with our public sector equality duties and most recently in March 2021:

<https://www.gov.scot/publications/equality-outcomes-mainstreaming-report-2021-mainstreaming-report/> .

The report's Data Annex provides comprehensive data analysis, including by sexual orientation and gender, of successful candidates in the recruitment process, among other analysis.

This analysis highlights the growth in the proportion of our applicants pool and successful applicants identifying as LGB+ over the last 5 years to a percentage that is twice that of the Scottish working age population. The data is used by People Directorate policy teams to inform strategy development, setting and measuring progress against our equality outcomes, and undertaking equality impact.

Diversity monitoring questions, including for gender, trans status and sexual orientation, were not asked for internal applications before the 28th of April 2022. Where an applicant has made another application after that date, diversity data has been added retroactively to their earlier applications. However, this has artificially decreased the declaration rate among internal candidates.

The data also forms part of our D+I Dashboard with is discussed every 6 month by our Executive Team to review progress against our recruitment and retention action plans and our employer equality outcome for our staff to be more representative of the people of Scotland.

6.5 Does the organisation monitor and analyse the number of employees at different pay grades across the following characteristics?

What we're looking for:

- Analysis looking at pay grades, pay rates and/or seniority levels.
- Data collected through your HR system, rather than an anonymous staff survey.
- Analysis that has taken place in the past two years.
- A - note that you will only be eligible for marks if you have been awarded marks in 6.1.
- B - note that you will only be eligible for marks if you have been awarded marks in 6.2.
- C - note that you will only be eligible for marks if you have been awarded marks in 6.3.

Tick all that apply.

Responses Selected:

A. Sexual orientation

B. Gender

A: Upload the most recent report showing analysis by sexual orientation.

Note that these must not contain individual responses or personally identifiable data.

[Stonewall WEI 2023 - 6.5 - EVIDENCE - Pay band - Sexual orientation excel.xlsx](#)

Filename: Stonewall WEI 2023 - 6.5 - EVIDENCE - Pay band - Sexual orientation excel.xlsx **Size:** 109.6 kB

B: Upload the most recent report showing analysis by gender.

Note that these must not contain individual responses or personally identifiable data.

[Stonewall WEI 2023 - 6.5 - EVIDENCE - Pay band - Gender excel.xlsx](#)

Filename: Stonewall WEI 2023 - 6.5 - EVIDENCE - Pay band - Gender excel.xlsx **Size:** 92.1 kB

C: Upload the most recent report showing analysis by trans status.

Note that these must not contain individual responses or personally identifiable data.

Check to confirm that no individuals could be identified from this evidence, either directly or by implication.

When we say 'individuals can be identified directly', we mean by unique identifier. For example, a name, employee identification number or code, or an email address.

When we say 'individuals can be identified by implication', we means that the data is grouped in a way that could allow individual staff to be identified. For example, if data were grouped by job title, which included job titles only held by one staff member.

Responses Selected:

No individuals can be identified

Describe who the analysis was seen by and what action was taken (max. 500 words).

The report provided is taken from the quarterly diversity pack produced by our Corporate Analytical Services Team and made available to all Scottish Government employees. Percentages represent the breakdown of staff that have responded to the given diversity monitoring question (including a selection of “Prefer not to say”). This includes specific tabs for gender and sexual orientation diversity which are presented by: grade/pay band; Director General area; and the changes since March 2020.

The analysis is made widely available to all staff but is particularly targeted at Senior Civil Servants as it is linked to from the quarterly HR management information report for Directors. It is used by People Directorate policy teams to inform strategy development, setting and measuring progress against our equality outcomes, and undertaking EQIAs. It is also reported to our People Board. They use this data to help us better match people to resources, identify gaps in skills, diversity, professions and then set action plans to address these gaps. The reports are then shared with the various Diversity Champions for them to be aware of any impact in the diversity of our staffing. The staffing data is also proactively published externally as our Senior Managers want to be open and transparent on our progress towards being an organisation that is reflective of the people of Scotland - <https://gov.scot/publications/workforce-information/>

In addition this data contributes to our Equality Mainstreaming Progress Report which is published biennially in compliance with our public sector equality duties and most recently in March 2021 - Equality outcomes and mainstreaming: report 2021 - gov.scot (www.gov.scot). The report’s Data Annex provides comprehensive data analysis, including by sexual orientation and gender, across workforce composition, recruitment, retention and progression. The next mainstreaming report is due in 2023.

6.6 When running staff satisfaction surveys, does the organisation break down and analyse the satisfaction of employees by the following characteristics?

What we're looking for:

- Diversity data collected on a staff satisfaction survey.
- Data collection and analysis that have taken place in the past two years.
- A - note that you will only be eligible for marks if you have been awarded marks in 6.1.
- B - note that you will only be eligible for marks if you have been awarded marks in 6.2.
- C - note that you will only be eligible for marks if you have been awarded marks in 6.3.

Tick all that apply.

Responses Selected:

A. Sexual orientation

B. Gender

C. Trans status

A: Upload the most recent report showing analysis by sexual orientation.

Note that these must not contain individual responses or personally identifiable data.

[Stonewall WEI 2023 - 6.6 - EVIDENCE - Staff satisfaction - Sexual orientation excel.xlsx](#)

Filename: Stonewall WEI 2023 - 6.6 - EVIDENCE - Staff satisfaction - Sexual orientation excel.xlsx **Size:** 186.1 kB

B: Upload the most recent report showing analysis by gender.

Note that these must not contain individual responses or personally identifiable data.

[Stonewall WEI 2023 - 6.6 - EVIDENCE - Staff satisfaction - Gender excel.xlsx](#)

Filename: Stonewall WEI 2023 - 6.6 - EVIDENCE - Staff satisfaction - Gender excel.xlsx **Size:** 164.3 kB

C: Upload the most recent report showing analysis by trans status.

Note that these must not contain individual responses or personally identifiable data.

[Stonewall WEI 2023 - 6.6 - EVIDENCE - Staff satisfaction - Trans status excel.xlsx](#)

Filename: Stonewall WEI 2023 - 6.6 - EVIDENCE - Staff satisfaction - Trans status excel.xlsx **Size:** 162.6 kB

Check to confirm that no individuals could be identified from this evidence, either directly or by implication.

When we say 'individuals can be identified directly', we mean by unique identifier. For example, a name, employee identification number or code, or an email address.

When we say 'individuals can be identified by implication', we means that the data is grouped in a way that could allow individual staff to be identified. For example, if data were grouped by job title, which included job titles only held by one staff member.

Responses Selected:

No individuals can be identified

Describe who the analysis was seen by and what action was taken (max. 500 words).

The People Survey is conducted annually, and is live throughout October each year. Diversity data gathered from the 2021 People Survey is used for this section as that is what is currently published by Cabinet Office. We produce People Survey diversity reports each year which are used internally to understand whether any groups are having different experiences at work in terms of e.g. engagement / bullying & harassment or discrimination, in order to take action on the findings.

Only government social researchers and statisticians in Corporate Analytical Services Team (CAST), who are bound by their professional code of practice to treat sensitive data appropriately, can access the raw data. CAST produces a demographic report, detailing the percentage positive scores for each question broken down by different diversity characteristics, including sexual orientation, gender, and trans status. Results are suppressed for questions with fewer than 10 responses and for groups with fewer than 10 individuals. This is published internally and shared with staff networks in line with our open and transparent consultative approach with staff networks, and is shared with all staff.

This analysis is submitted to The People Board, who focus on closing any gaps between the current reality of staff experience and the aspirations set out in the People Strategy. In particular, the People Board take responsibility for:

- using the results from the People Survey, relevant management information and taking views from the business to better understand people's experience of work
- realising the Executive Team's vision for diversity and equality across all the protected characteristics
- articulating and championing the new ways of working and capabilities required to achieve our ambitions
- identifying and prioritising corporate projects in support of the vision

The results of the survey disaggregated by protected characteristic (including sexual orientation, gender identity and trans status) is submitted to the Executive Team and is also fed into DG Assurance processes as part of SG performance management. The results are used by People Directorate policy teams to inform strategy development and equality impact assessments.

6.7 Which of the following activities has the organisation carried out in the last year to improve confidence in LGBTQ+ monitoring and boost declaration rates?

What we're looking for:

- A, B and C – communications that are available to all employees, not just your LGBTQ+ employee network group.
- D and E – definitions that are included within the questions themselves, with a link to a glossary, or within communications promoting the monitoring exercise.
- Evidence could include screenshots of the relevant communications or monitoring questions.

Tick all that apply.

Responses Selected:

- A. Communicated why LGBTQ+ monitoring matters
- B. Provided information about confidentiality and data security
- C. Communicated how previous monitoring exercises have led to improvements
- E. Provided a definition of 'trans' that is explicitly inclusive of non-binary identities

Upload evidence for each option.

[Stonewall WEI 2023 - 6.7 - EVIDENCE - Definition of trans.JPG](#)

Filename: Stonewall WEI 2023 - 6.7 - EVIDENCE - Definition of trans.JPG **Size:** 79.2 kB

[Stonewall WEI 2023 - 6.7 - EVIDENCE - Declaration Rates A-B-C.docx](#)

Filename: Stonewall WEI 2023 - 6.7 - EVIDENCE - Declaration Rates A-B-C.docx **Size:** 1.7 MB

Provide a brief description of the communication and how it was shared with employees (max. 200 words).

Please include specific dates or time periods.

A

'Diversity Data Declaration' training is available to staff on Pathways, which focuses on why declaring data is important. Mandatory inclusive culture training also covers this. 'Building a more inclusive workplace' focusing on the impact the sharing of data has had on LGBTI equality and inclusion was published 23/02/22. A blog featured on Saltire 6/09/22 to encourage staff to complete the Civil Service People Survey.

B

Guidance was published on Saltire on 13/05/22 about the importance of completing diversity information on e-HR. A Saltire blog on 05/09/22 highlighted what happens to the staff diversity data once it is collected. Events to support diversity data declaration have been commissioned as part of SG's 'In the Service of Scotland' events.

C

On 13/05/22 guidance was published about completing diversity information on e-HR. A Saltire blog on 06/09/22 encouraged staff to fill in the Civil Service People Survey. In December 2021 a news article detailed the results of the 2021 People Survey. In February 2022 a news article detailed progress within SG in relation to advancing LGBTI equality and inclusion.

E.

A definition of "trans" is provided for the trans related question on the recruitment system (attached).

The following question is for information gathering purposes only and is not scored.

6.8 For apprenticeships, does the organisation monitor and analyse success rates from application to appointment across the following characteristics?

What we're looking for:

- Comparison of applicant diversity forms to new starter diversity forms.
- Analysis that has taken place in the past two years.

Tick all that apply.

Responses Selected:

D. None of the above

A: Upload the most recent report showing analysis by sexual orientation.

Note that these must not contain individual data.

B: Upload the most recent report showing analysis by gender.

Note that these must not contain individual data.

C: Upload the most recent report showing analysis by trans status.

Note that these must not contain individual data.

Check to confirm that no individuals could be identified from this evidence, either directly or by implication.

When we say 'individuals can be identified directly', we mean by unique identifier. For example, a name, employee identification number or code, or an email address.

When we say 'individuals can be identified by implication', we means that the data is grouped in a way that could allow individual staff to be identified. For example, if data were grouped by job title, which included job titles only held by one staff member.

No Responses Selected

Describe who the analysis was seen by and what action was taken (max. 500 words).

(No response)

Section 7: Supply chains

Completed - 29 Sep 2022

Section 7: Supply chains

This section examines how the organisation affects change in its supply chain. The questions scrutinise the steps taken to ensure suppliers are LGBTQ-inclusive, from tendering new suppliers to monitoring current contracts.

7.1 Before awarding a contract, does the organisation scrutinise the following in the tender process?

What we're looking for:

- An explanation of how contracts are prioritised systematically, if scrutiny is limited to more major contracts.
- Description of how the procurement team is trained to scrutinise each of these areas.

Tick all that apply.

Responses Selected:

D. Whether the potential supplier has a diversity and inclusion strategy

Describe the selected options below (max. 500 words per option).

D.

Equality is routinely considered in Scottish Government (SG) contracts. Any organisation requesting support with the procurement process are required to consider conducting an Equality Impact Assessment (EQIA) before the procurement commences. The organisation requires senior management sign-off to confirm that an EQIA is not required.

Equality, including LGBTI+ is also routinely considered through use of the national Sustainable

Procurement Tools and Fair Work Practices. The tools and guidance have been developed to help buyers take a relevant and proportionate approach to sustainable public procurement. This includes encouraging buyers to identify and pursue equality outcomes in relevant procurements. Examples of how the tools are implemented include the wording used for the Temporary & Interim Staff Services invitation to tender. For this we added an additional Fair Work First question around diversity. The following wording was included:

“The Public Sector in Scotland is committed to building a workforce of people (including agency and interim workers) with a wide range of backgrounds, perspectives and experiences. That means having a workforce that includes people of different age groups, socio-economic backgrounds, faith and beliefs. People who are trans, disabled, from minority ethnic backgrounds. People who identify as lesbian, gay or bisexual or another sexual orientation. A workforce that is representative of the people of Scotland”.

For the tenders for this contract we implemented this by asking applicants to consider the following;

“To help us achieve our ambitions in advancing equality, we would like to understand your aspirations as an organisation in terms of diversity and the temporary / interim workers you put forward. For example, we would like to know:

- Do you have an established diversity related policy and practices?
- Do you have, or are you working towards, accreditations in any diversity aspects e.g. Disability Confident?
- How you attract and retain diverse temporary/interim workers, including any outreach work, to your organisation?
- How you select and verify your selection methods from a diversity perspective?
- How you carry out pre-employment occupational health checks?
- What adjustments are made (or how are they recommended) and how these are implemented effectively?
- What engagement do you have with representative organisations and what is the success of these relationships?”

The Temporary & Interim Staff Services tender responses are currently being evaluated.

While compliance with the Equality Act 2010 is an implicit requirement in public contracts, the SG additionally includes a specific term relating to this in terms and conditions of contract to highlight this obligation to suppliers. This is inclusive of sexual orientation and gender identity “The Supplier must not unlawfully discriminate against any person within the meaning of the Equality Act 2010 in its activities

relating to the Contract or any other contract with the Purchaser.” These terms and conditions form part of every contract or framework awarded by SG.

Any other equality related requirements included in a particular contract are approached on a case-by-case basis to ensure relevance and proportionality, and are monitored through contract and supplier management.

Describe how teams with procurement responsibilities are trained on these requirements (max. 200 words).

All staff have access to resources and training opportunities via Saltire, the Scottish Government Website and Pathways. These provide a suite of e-learning courses and resources that support the sustainable procurement framework. There is a dedicated Procurement and Contract Management ‘tile’ on Pathways which provides a gateway for procurement staff to access these resources. This includes a learning curriculum with available training and highlights the SG Sustainable Procurement Training Framework course on Embedding Equality in Procurement. Examples of individual training offers within this framework include ‘Introduction to Sustainable Procurement e-learning’, and ‘Fair Work Practices’. Buyers in SG are encouraged to use the national procurement competency framework which sets out skills and competencies required by staff involved in the procurement process.

SG also provides access to information on sustainable procurement to tendering organisations. This is free of charge and accessible by all applicants for contracts. They include guides in a variety of formats. Throughout the year we have promoted the tools and provided tutorials to a wide number of organisations. Registered users of the tools have access to eLearning including an Introduction to Sustainable Public Procurement.

7.2 When a potential supplier does not meet LGBTQ+ inclusion scrutiny, how does the organisation respond?

What we're looking for:

- An explanation of how contracts are prioritised systematically, if scrutiny is limited to more major contracts.
- Options A and B are worth an equal number of points.
- A and B - clear and consistent criteria for when either of these steps will be taken.

Select one option.

B. By requiring improvements as a condition of contract

Describe how this decision is reached (max. 500 words).

SG contracts are routinely assessed for equality requirements that are appropriate for the individual contract by using the Sustainability Test.

This is used for procurements with a value of £50k and above. It helps the buyer decide what requirements to include and whether they will be addressed at selection stage or at invitation to tender / contract award stage. The output of this assessment follows through into the procurement strategy, and procurement documentation.

Under Scottish procurement regulations, a supplier can be excluded from a tendering exercise for breach of its legal obligations in the fields of environmental, social or employment law. These obligations include any relevant national and European law, as well as relevant collective agreements and specific international agreements, and for example would include obligations under the Equality Act 2010. The Single Procurement Document (Scotland) is where compliance with the law, including Equality legislation would be addressed, and applies to procurements of £50,000 and over

<https://www.procurementjourney.scot/espdspd/spd-guidance>

Many of our contracts and frameworks are not only used by SG. They include all Scottish public sector bodies including charities. This means that SG are gathering the spend influence of the whole Scottish public sector for a range of goods and services. <https://www.gov.scot/policies/public-sector-procurement/collaborative-contracts-and-frameworks/>

Much of our work goes beyond sharing good practice into exerting direct influence over contract spend in other organisations.

Option B only: describe how the requirement is enforced (max. 500 words).

If a supplier is in a situation which might result in its exclusion due to breach of any of the exclusion grounds, it must be given the opportunity to provide evidence to show that it has taken remedial action to demonstrate its reliability. This is known as self-cleaning. The supplier must not be excluded on those grounds where the contracting authority is satisfied that the evidence provided is sufficient to demonstrate their reliability.

The decision to include equality related selection criteria and to what extent it is relevant and proportionate is made on a case by case basis, and takes into account the subject matter of the contract, along with value and risk. Buyers are encouraged to think in terms of whether equality is primary to their particular procurement (when a service or good is designed to meet a particular equality requirement or group); additional (not the main subject matter of contract but relevant for example because of the diverse end users of a service); or a wider benefit (there's an opportunity to add value to the contract).

For example, it may be appropriate to require bidders to demonstrate their experience of eliminating discrimination and promoting equality in their practices in performing similar contracts. Bidders could be asked to describe their experience of eliminating discrimination and promoting equality in both their own practices and those of their sub-contractors. This could include details of any specific steps taken in the design of services to increase opportunities to deliver the types of requirements detailed in the contract notice.

Equality related selection criteria is assessed by the selection panel along with other relevant technical and professional ability criteria.

Where a supplier has been awarded a contract or framework, they are expected to meet any contract requirements agreed to as part of contract award. Contract requirements are monitored by the contract manager and discussed at regular contract and supplier management meetings. This includes specific equality and diversity related requirements or policies and Key Performance Indicators.

Should a contractor not meet contract requirements, they would be given the opportunity to put in place a plan for improvement with a timescale, in agreement with the contract manager and subject to monitoring and review.

7.3 Once a contract is awarded, how does the organisation hold the supplier to account?

What we're looking for:

- An explanation of how contracts are prioritised systematically, if scrutiny is limited to more major contracts.
- A – inclusion of LGBTQ-related issues, or a specific focus on them.
- B – monitoring of internal or external feedback, depending on the nature of the supplier. For example, if they employ your frontline staff, involving monitoring service user feedback and complaints.

Tick all that apply.

Responses Selected:

A. Include a broad diversity and inclusion slot in contract monitoring meetings, inclusive of LGBTQ+ issues

B. Monitor and analyse LGBTQ-related feedback on supplier

Describe the selected options below (max. 500 words per option).

As a minimum, equality (including LGBTI+) would be a standing item at contract and supplier management meetings. This is to ensure suppliers meet their contractual obligations and the contract requirements are successfully delivered. SG contract monitoring meetings for major contracts take place bi-annually, quarterly or monthly as appropriate. This depends on the nature of the contract, and the level of value and risk. Contract managers are expected to structure meetings around the agreed key performance indicators (KPIs) of the contract that are agreed with the supplier and use the balanced scorecard approach outlined in the Procurement Journey. The balanced scorecard would encompass equality and diversity as appropriate under the Sustainability heading (corporate social responsibility). <https://www.procurementjourney.scot/route-2/contract-and-supplier-management/managing-and-improving-performance>.

B

Where there is a specific emphasis on equality as a requirement of the contract then specific attention will be given to scrutinising equality aspects of delivery. Examples of this are when goods or services are designed to meet a particular equality requirement or group. Or when the end users of the service have diverse needs. Or when there is an opportunity to add value to the contract for wider benefit. In these cases SG would take actions such as examining the contractor's equality and diversity training programme.

7.4 In the past year, how has the organisation engaged or collaborated with its suppliers?

What we're looking for:

- A – developing and running training together, or sharing your existing training with the supplier.
- B – for major contracts, this could include inviting procured staff to join your LGBTQ+ employee network group.
- C – specific advice that you have given, for example a consultancy session with your Diversity & Inclusion team on setting up an LGBTQ+ employee network group. This could also include period roundtables with your major suppliers on specific topics.

Tick all that apply.

Responses Selected:

B. Invited suppliers' employees to take part in LGBTQ+ employee network group events

Describe the selected options below (max. 500 words per option).

Please include specific dates or time periods.

B

SG continues to share best practice with key suppliers via an open invitation to all staff diversity meetings including the LGBTI+ meetings and events. Mitie and Sodexo each have a representative on the network's email distribution list. They are notified of communications that go out from our Network Committee so they can share them further within their own organisations.

Section 8: External engagement and service delivery

Completed - 29 Sep 2022

Section 8: External engagement and service delivery

This section comprises of three parts.

- Part 1 (Community Engagement) examines the outreach activity of the organisation and how it supports wider LGBTQ+ communities.
- Part 2 (Sector Engagement) examines how the organisation promotes LGBTQ+ equality to other

organisations in its sector.

- Part 3 (Service Delivery) examines how the organisation ensures it meets the needs of its service users or customers.

To move onto the next part, you will need to put in an answer for all the questions in the part you're currently working on. If you are unsure of your answer to any of these questions, please select a provisional answer and save your progress. You can then go back and substitute your answer for a different one at a later date.

Section 8

Please choose the option that describes your organisation:

- Option 1: Organisation with individual service users, customers, members, or audience members.

You will complete all questions from 8.1 to 8.12.

- Option 2: Organisation without individual service users, customers, members or audience members.

You will only complete questions 8.1 to 8.4. Note that scores available will be weighted to be equal to option 1.

If you are unsure which option to select, email Stonewall to ask.

Option 1: all parts, including service delivery

Part 1 (Community Engagement)

Part 1: Community engagement

This part examines the outreach activity of the organisation and how it supports wider LGBTQ+ communities.

8.1 In the past year, has the organisation supported LGBTQ+ community groups in the following ways?

What we're looking for:

- Support for external LGBTQ+ community groups. This could include LGBTQ+ Pride organisations, LGBTQ+ equality charities, LGBTQ+ youth groups or grassroots LGBTQ+ networks.
- Evidence of the role of your organisation. Your support can be in collaboration with other employers in your sector or region.
- Your support can be led by any part of your organisation, including your LGBTQ+ employee network group.
- Your support can be directly financial (e.g. event sponsorship) or in-kind (e.g. your digital team developing a group's website)
- For B, C and D, you can evidence supporting a specific initiative within a wider LGBTQ+ group (for example, for B, funding a bi-specific strand of an LGBTQ+ Pride event).
- D –a group or initiative engaging with LGBTQ+ communities that experience multiple forms of marginalisation, for example LGBTQ+ people of colour, LGBTQ+ disabled people or older LGBTQ+ people.
- More marks are awarded for higher grades of work. You will be given marks for the highest awarded grade for each sub-question (A, B, C, D), but you should provide evidence for all applicable grades. You do not need to complete work at lower grades in order to be eligible for marks for higher grades (e.g. you can be awarded at Grade 3 without being awarded for Grade 1).
- Grade 1: One-off financial/in-kind support. (E.g. Providing space for a group's event.)
- Grade 2: Support for one year or support of one kind for more than a year. (E.g. Funding a local Pride's series of events throughout one year, or developing a group's website for multiple years.)
- Grade 3: Partnership of a year or more with multiple forms of support, supporting a group's long-term sustainability. (E.g. Supporting a group's programme of activity for three years, including sponsorship, skill sharing and providing event space.)

Tick all that apply.

	None	Grade one	Grade two	Grade three
A. LGBTQ+ group or initiative	✘	✘	✘	✓
B. Bi-specific group or initiative	✓	✘	✘	✘
C. Trans-specific group or initiative	✘	✘	✘	✓

D. Intersectional group or initiative	✘	✘	✘	✓
---------------------------------------	---	---	---	---

Describe each option selected (max. 500 words per option).

Please include specific dates or time periods.

A. LGBTQ+ group or initiative

Through the Equality and Human Rights Fund, the Scottish Government provides financial support to five national LGBTI stakeholder organisations. They are the Equality Network (including Scottish Trans), LEAP Sports Scotland, LGBT Health and Wellbeing, LGBT Youth Scotland and Stonewall Scotland. For the period 1 October 2021 to 30 September 2022, we provided £503,322 to Equality Network (this includes Scottish Trans), £103,992 to Stonewall Scotland, £281,930 to LGBT Youth Scotland, £171,053 to LGBT Health and Wellbeing and £70,943 to LEAP Sports Scotland. Information on the Equality and Human Rights Fund can be found at Equality and Human Rights Fund: projects funded - gov.scot (www.gov.scot).

LEAP Sports Scotland's funded activities cover:

- Working with LGBTI+ individuals, groups and communities to ensure that they have opportunities to have their voice heard in equality and human rights policy and practice within sport, and to collect their views, opinions and experiences.
- Education and capacity building work for sports bodies, organisations, associations, providers and clubs to improve knowledge and deepen understanding of LGBTI+ equality and human rights issues in sport.
- Capacity-building work in order to further extend the activities and grow the impact of the work.

LGBT Health and Wellbeing's funded activities cover:

- LGBT Age project: programme of online and face-to-face social opportunities and self-advocacy work with older LGBT people.
- LGBT Helpline Scotland: expanded service providing emotional support, information and signposting, including regarding LGBT rights.

LGBT Youth Scotland's funded activities cover:

- Youth participation – supporting LGBTI young people to have their voices heard by policymakers and increasing their influence in decisions affecting them.
- Policy consultation, research and ongoing data gathering and analysis – ensuring civil society and SG

understand the lived experience and needs of LGBTI young people and that SG has better access to and depth of information about LGBTI young peoples' experiences.

- Carry out research to identify the needs and experiences of LGBTI young people in Scotland.
- National digital youth work – focusing on increasing LGBTI young people's awareness of their Human Rights and how to access them.
- Inclusive education & LGBT Charter – supporting the policy and practice of public bodies and education establishments to be inclusive of LGBTI people.

Stonewall's funded activities cover:

- Empowering LGBTQ+ people and allies in Scotland to advocate for LGBTQ+ rights in their workplace, community, and in public life.
- Enhancing the ability of public service providers to deliver LGBTQ+-inclusive work.

In November 2021 the Cabinet Secretary for Education and Skills agreed that TIE should receive a grant of £321,000 for the 2022/23 financial year to support ongoing delivery of LGBT inclusive education. The main objectives/expected outcomes of the Grant are to:

- Deliver career long professional learning courses.
- Develop packages of LGBT inclusive educational resources.
- Support local embedment of LGBT inclusive education through an implementation method.
- Develop monitoring and tracking systems to evaluate the short and long term impact of LGBT inclusive education.
- Engage with the Scottish Government, Education Scotland and appropriate partners to embed LGBT content in Curriculum for Excellence.
- Ensure a long term, sustainable approach to LGBT inclusive education within TIE provision.

C. Trans-specific group or initiative

The Scottish Government provides funding to Scottish Trans via its funding to the Equality Network (see Section A above). This aims to improve gender identity and gender reassignment equality, rights and inclusion by building capacity for transgender people's engagement in equality policy, improving social attitudes, and visible inclusion in public life.

Scottish Trans, LGBT Youth Scotland and Stonewall Scotland have worked together over the last year on research on communicating about trans people.

The Equality Network funded activities which are structured as two work streams: the general LGBTI

project and the Scottish Trans project.

Funded activity for both work streams covers:

- Policy development, advice and guidance for policy-makers.
- Good practice guidance and training, informed by expertise and by communities' needs.
- Community engagement to inform policy work.
- Facilitation of direct community engagement with policy makers.
- Community development to strengthen groups and communities.
- Publishing research into people's lived experience, providing accurate information and data, and developing partnerships.

D. Intersectional group or initiative

The Scottish Government provides financial support to LGBT Youth Scotland (see Section A), which focuses specifically on supporting LGBT young people to have their voices heard by policymakers and increasing their influence in decisions affecting them. The intersection of age and LGBT identity can present specific challenges and vulnerabilities for young people such as access to services; ability to self-advocate e.g. in decisions related to healthcare; and challenges around coming out to family and secure housing.

LGBT Health and Wellbeing have been working on the LGBT Age project which is a programme of online and face-to-face social opportunities and self-advocacy work with older LGBT people. The LGBT Age project holds social events and provides direct support to elderly members of the LGBT community. They also have an LGBT Action Group which provides a platform for voices to be heard in policy spaces.

8.2 In the past year, has the organisation utilised its social media accounts and online presence to demonstrate support of the following?

What we're looking for:

- How you demonstrate to the largest possible audience that your organisation is committed to LGBTQ+ equality.
- Use of your social media accounts with the widest reach.
- This can be the LGBTQ+ employee network group being re-posted by an account with bigger reach.

Tick all that apply.

Responses Selected:

A. LGBTQ+ equality
B. Bi equality
C. Non-binary equality
D. Trans equality

A: Upload screenshots of social media activity.

[Stonewall WEI 2023 8.2 EVIDENCE Tweets promoting LGBTQ Equality..docx](#)

Filename: Stonewall WEI 2023 8.2 EVIDENCE Tweets promoting LGBTQ Equality..docx **Size:** 254.2 kB

A: Provide the date of this activity.

1 Jun 2022

B: Upload screenshots of social media activity.

[Stonewall WEI 2023 8.2 EVIDENCE Tweets promoting LGBTQ Equality..docx](#)

Filename: Stonewall WEI 2023 8.2 EVIDENCE Tweets promoting LGBTQ Equality..docx **Size:** 254.2 kB

B: Provide the date of this activity.

17 May 2022

C: Upload screenshots of social media activity.

[Stonewall WEI 2023 8.2 EVIDENCE Tweets promoting LGBTQ Equality..docx](#)

Filename: Stonewall WEI 2023 8.2 EVIDENCE Tweets promoting LGBTQ Equality..docx **Size:** 254.2 kB

C: Provide the date of this activity.

1 Jun 2022

D: Upload screenshots of social media activity.

[Stonewall WEI 2023 8.2 EVIDENCE Tweets promoting LGBTQ Equality..docx](#)

Filename: Stonewall WEI 2023 8.2 EVIDENCE Tweets promoting LGBTQ Equality..docx **Size:** 254.2 kB

D: Provide the date of this activity.

10 Jun 2022

8.3 In the past year, has the organisation supported LGBTQ+ equality campaigns?

What we're looking for:

- An external equality campaign and support from your organisation that reaches beyond social media and internal awareness-raising activities.
- Examples might include promoting an anti-HBT (homophobic, biphobic and transphobic) bullying campaign or taking part in the Rainbow Laces campaign.

Yes

Describe how the organisation has support LGBTQ+ equality campaigns (max. 500 words).

Please include specific dates or time periods.

The Scottish Government as an employer works closely with the external facing part of the organisation to support and its activities in relation to LGBTI+ equality and inclusion. Our external communications teams supported the following examples of expressions of support for LGBTI+ related issues and campaigns includes;

- On the 1st of February 2022, Jenny Gilruth MSP and Minister for Transport worked with LGBT Youth Scotland and filmed a short video to mark celebrate the beginning of LGBTI History Month 2022. The video was published on the LGBT History Month Scotland Website. In the video, the Minister talked about Scotland as an 'inclusive nation which promotes, protects and fulfils internationally recognized human rights'. She also talked about Scotland's ambition to be 'place where the rights of LGBT people are realised, where everyone's identity is respected and celebrated'. The Minister highlighted the achievements made so far stating: 'I am proud to say that we have understood and embraced that responsibility in Scotland for some years now. From legalising civil partnerships and same-sex marriage; to pardoning men convicted of same-sex relations; to last September when we became the first country in the world to embed LGBT inclusive education in our schools.

- The Minister for Older People and Equalities, Christina McKelvie, attended and spoke at Edinburgh Pride on 25 June 2022 and Oban Pride on 10 September 2022. Edinburgh Pride was the first in person Pride March since the COVID19 pandemic in 2019. The Minister's speeches celebrated LGBT+ communities and reflected on the challenges they continue to face. The Minister also spoke strongly against anti-trans, homophobic and toxic agendas that threaten the democracy and freedom of LGBT+ communities. At

Edinburgh Pride she expressed solidarity with LGBT+ communities in Scotland and beyond, expressing her deepest sadness for the attacks which took place in Oslo earlier that day (June 25th 2022) at an LGBTQ pride event. She encouraged Pride attendees to not waver in living their lives as their true selves and to stand proud and to march with pride and spoke about the importance of collaborative working between the Scottish Government and LGBT+ stakeholder and communities to achieve equality. She reassured Pride attendees that the Scottish Government is committed and is working hard to achieve equality and improve outcome for LGBT+ communities.

Senior SG staff from our internal facing corporate team have attended LGBTI+ events in expressions of support and solidarity. The Permanent Secretary and the Director General Corporate both attended Edinburgh Pride in June along with a cohort of SG colleagues and marched under the Scottish Government employer banner.

Part 2 (Sector Engagement)

Part 2: Sector engagement

This part examines how the organisation promotes LGBTQ+ equality to other organisations in its sector.

8.4 In the past year, has the organisation promoted LGBTQ+ equality in its sector?

What we're looking for:

- Co-organising sector network activity, and/or other Diversity and Inclusion initiatives and events within your sector.

Yes

Describe how the organisation has promoted LGBTQ+ equality in its sector (max. 500 words).

Please include specific dates or time periods.

The Employee Passport was launched in Scottish Government in January 2022 and has quickly become its flagship employer inclusion initiative. It facilitates a discussion between users and their line managers about any circumstance that is impacting on their working life. It then provides a direct link to a

dedicated workplace adjustments service if it is thought that an adjustment is needed. The Passport takes the premise of a disability passport and expands the approach of the social model's aim to identify and remove barriers, to include any aspect of someone's life that may result in barriers in the workplace that could be removed. The passport can be used to communicate with managers and seek adjustments at work in relation to, amongst others, any LGBTI+ related characteristic or need, and/or any intersectional need, and is referenced as a tool for support and communication in the Trans and Non Binary Equality and Inclusion Policy. It was launched SG wide after a successful trial involving 200 staff, with 93 % of users saying they would promote it to colleagues. External promotion and engagement of the passport began in April 2022 and is focused primarily on Scottish Government Agencies and Non Departmental Public Bodies. By end August 2022, five further organisations including Social Security Scotland, Revenue Scotland and the Scottish Public Pensions Agency, had adopted the passport. Five further Agencies and NDPBs are expected to adopt the passport by end of October 2022 while most others are likely to adopt it by mid 2023. Promotion of the passport is being undertaken by the Inclusion branch of the Diversity and Inclusion team who were formerly part of the workplace adjustment service project. They provide advice and support to facilitate the adoption of the passport into very different organisations. Parts of the private sector are now expressing interest in adopting the passport in their own organisations.

External Communications: On the 1st of February 2022 Jenny Gilruth, MSP and Minister for Transport worked with LGBT Youth Scotland to film a short video to celebrate the beginning of LGBTI History Month 2022. The video was published on the LGBT History Month Scotland Website. The Minister talked about Scotland's ambition to be 'place where the rights of LGBT people are realised, where everyone's identity is respected and celebrated'.

Christina McKelvie, MSP and Minister for Equalities and Older People attended and spoke at Edinburgh Pride on 25 June 2022 and Oban Pride on 10 September 2022. Topics discussed were a celebration of LGBT+ communities and a reflection on the challenges they continue to face, including from anti-trans and homophobic agendas. At Edinburgh Pride she encouraged Pride attendees to not waver in living their lives as their true selves and to stand proud and to march with pride and spoke about the importance of collaborative working between the Scottish Government and LGBT+ stakeholder and communities to achieve equality. She reassured Pride attendees that the Scottish Government is committed and is working hard to achieve equality and improve outcomes for LGBT+ communities

Part 3 (Service Delivery)

Part 3: Sector delivery

This part examines how the organisation ensures it meets the needs of its service users or customers.

8.5 In the past year, has the organisation examined service user or customer journeys to ensure there are no barriers to LGBTQ+ people accessing products or services?

What we're looking for:

- A formal mapping process of the touch points between the service user/customer and the service/product.
- Examination of a different service user or customer journey to previous submissions within this or the last cycle, for example examining a different area of the business.

Yes

Describe the process by which you examined the customer journey (max. 500 words).

Please include specific dates or time periods.

As an employer, Scottish Government is inward facing. Its work with customers is predominantly delivered through its agencies and NDPBs. Some examples include:

Social Security Scotland

As part of the Social Security Scotland's Internal Equalities Network, work was undertaken to identify the barriers that LGBTI+ clients may face when applying for various benefits.

Research was conducted both to inform design of service delivery and service improvement. This includes the use of experience panels to inform research and consequent actions. Details of these can be found here; Social Security Experience Panels: publications - gov.scot (www.gov.scot)

Revenue Scotland

Revenue Scotland has developed a set of 10 core standards for its staff to follow when conducting community engagement activities. Information can be found on their website. The standards are reflective of a broad inclusive approach and aimed at minimizing barriers for members of all protected groups.

Disclosure Scotland

Examined their user journey from a trans and non binary perspective, engaging with stakeholders and groups to inform a revised version of their process for individuals who apply for disclosure checks. This resulted in a revised procedure (detailed below).

Describe the outcome and impact (max. 500 words).

Please include specific dates or time periods.

Social Security Scotland's actions have led to the development and delivery of training in collaboration with LGBTI+ Network members to client advisors on supporting LGBT clients, and a member of the LGBTI+ committee also prepared a briefing on some barriers LGBT jobseekers, employees and clients

might face when interacting with Social security Scotland for the Quarterly Diversity Meeting.

Revenue Scotland's activity has led to the publication of the following commitments;

- Treat you as honest (unless there is reason to believe otherwise).
- Bring to account those who act dishonestly and try to evade paying tax, and challenge those who seek to avoid paying tax.
- Treat you courteously and with respect.
- Recognise your right to confidentiality and keep your data secure.
- Act with integrity and fairness, comply with relevant laws and regulations, and provide a prompt, accurate and professional service.
- Use legislative powers reasonably, consistently and proportionately.
- Provide you with guidance and support, helping you to comply with your obligations, pay the right amount of tax and claim reliefs to which you may be entitled.
- Work with you to minimise your costs in dealing with Revenue Scotland, respond promptly and conclude matters as quickly as possible.
- Respect your right to complain if you are unhappy with Revenue Scotland service, and your right to appeal if you disagree with a decision we have made on tax liability.
- Respect your right to be represented by someone.

Disclosure Scotland's new process led to the publication of information and guidance for trans and non binary applicants. The content of this information is summarized below;

- If you're transgender you can apply for a disclosure using a special process. This means you do not have to tell the person or organisation asking you for a disclosure what your previous gender was. You only have to tell Disclosure Scotland. Disclosure application process You should use your present name and gender on the disclosure application.
- You do not have to: answer 'yes' to the part of the form about previous names, unless you had other names that do not relate to your transgender status, disclose previous names that relate to your transgender status on the application give your Gender Recognition Certificate (GRC) to your employer, Notify Disclosure Scotland of your previous names, Even though you do not need to disclose the previous names on the application, you'll need to provide these to Disclosure Scotland separately.
- Disclosure Scotland's Operations Management will let you know when they have received your information, so you can be sure only Disclosure Scotland will handle your information.
- Your disclosure certificate will show your current name. It will not include any previous names."
- If the applicant is anxious about their previous employer knowing any information about them

previously we advise them to contact the operations manager who will discuss their needs with them and what we can do to assist and support them.

8.6 Does the organisation collect LGBTQ+ monitoring information on service users or customers for the following analysis?

What we're looking for:

- Demonstration of how you collect the data and how it is analysed.
- A breakdown of the experiences of service users and customers by sexual orientation, gender and trans status.

Tick all that apply.

Responses Selected:

A. Assessing whether LGBTQ+ people are accessing your services

B. Assessing the satisfaction of your LGBTQ+ service users in comparison to other groups

Copy and paste the questions you ask and the options service users/customers can select (max. 500 words).

A Social Security Scotland

Questions from the paper monitoring form about sexual orientation, gender and trans, e.g. Scottish Child Payment forms - mygov.scot:

3. How would you describe your gender identity?

1. Man

2. Woman

3. I identify in another way (if you would like to tell us what other words you would use)

4. Prefer not to say

4. Do you consider yourself to be a trans person?

(Trans is a term used to describe people whose gender is not the same as the sex they were assigned at

birth.)

1. Yes
2. No
3. Prefer not to say

7. Which of the following best describes how you think of yourself?

1. Heterosexual/Straight
2. Gay/Lesbain
3. Bisexual
4. In another way (if you would like to tell us what other words you would use)
5. Prefer not to say

B. Social Security Scotland

Yes, the Client Survey does assess the satisfaction of your LGBT service users in comparison to other groups.

See below the latest published main report and supplementary tables. Section 3.3 of the supplementary tables gives results to service satisfaction questions by gender identity, and 3.9 by sexual orientation. We did ask 'Do you consider yourself to be a trans person', but too few answered yes to include this as a breakdown. The main report describes the process of collecting and analysing the data.

Social Security Scotland client diversity and equalities analysis to May 2021 - gov.scot (www.gov.scot)

Describe the process of collecting and analysing the data (max. 500 words).

The latest Client Survey was published in November 2021 and continues to assess the satisfaction of LGBTI+ service users. It also now includes a section on trans clients.

Client diversity and equalities analysis. All clients applying through any channel (online, mail, phone) are asked to complete an Equality Monitoring and Feedback form along with the application form for each benefit delivered by Social Security Scotland. As of 9th December 2019, clients applying for benefits online are required to complete a mandatory Equality Monitoring and Feedback form following their benefits application form. The form includes a 'prefer not to say' option for all questions for clients who wish not to disclose this information. Prior to this, the Equality Monitoring and Feedback form was completed on a voluntary basis. All online applications have an Equality Monitoring and Feedback form because clients cannot submit their application until it is completed. The response rate for mail and telephone applications is lower because of the different process for collecting data, however, this accounts for relatively few applications. Once submitted, application data is stored in a separate dataset to equalities data. Pseudonymised equalities responses and application details are later linked together for statistical analysis. Data is de-duplicated down to one record per client, based on their most recent application outcome where applicable. We publish tables for each equalities group, showing the breakdown of clients applying and their approval rates. Tables show the results for clients as a whole, as well as broken down by benefit. The data collected is used to identify who is using the service and to investigate how Social Security Scotland processes work for different groups of people. We analyse the equalities data by outcome of application to assess if there is any variation. Applications will either be 'approved' if clients are found to be eligible, or 'denied' if clients are found not to be eligible. Possible reasons for denials vary between different benefits, but include factors such as not being resident in Scotland, not being in receipt of necessary qualifying benefits, or not applying during specified windows of time. Analysis of outcome data highlights groups of clients that are being found to be ineligible, which in turn suggests areas where Social Security Scotland can improve the information available around eligibility.

A: Upload an analysis report from last three years.

[Stonewall WEI - 8.6 - EVIDENCE - Social Security Scotland Feedback Statistics.pdf](#)

Filename: Stonewall WEI - 8.6 - EVIDENCE - Social Security Scotland Feedback Statistics.pdf **Size:** 837.2 kB

B: Upload an analysis report from last three years.

[Stonewall WEI - 8.7 - EVIDENCE - Social Security Scotland Feedback Statistics - Copy.pdf](#)

Filename: Stonewall WEI - 8.7 - EVIDENCE - Social Security Scotland Feedback Statistics - Copy.pdf **Size:** 837.2 kB

8.7 Does the organisation systematically monitor LGBTQ-related complaints made by service users or customers?

What we're looking for:

- Demonstration of how the complaints process is communicated, how you collect the data and how it is analysed.

No

Describe the process (max. 500 words).

(No response)

Upload an analysis report from the last year.

8.8 Does the organisation enable non-binary service users or customers to have their identities recognised on all systems?

What we're looking for:

- This might include providing gender options other than male and female and providing gender-neutral title options, such as Mx.
- You will only receive a mark for gender-neutral title options if you collect no other gender marker data.

Yes

Describe how non-binary identities are recognised on systems (max. 500 words).

Disclosure Scotland: Non-binary service users have the option to highlight options such as Mx on their application; and on the final Disclosure Certificate at present the titles of Mr, Mrs, Ms, MX are omitted.

We are constrained by the data we have to provide to the Police and so we can't otherwise recognise non binary identities.

8.9 Has the organisation consulted with LGBTQ+ service users or customers in the past year to tailor services or products to their needs?

What we're looking for:

- Involvement of lesbian, gay, bi and trans (including non-binary) service users or customers.

Yes

Describe the consultation process (max. 500 words).

Please include specific dates or time periods.

Social Security Scotland: Consultation with representatives from each protected characteristic has formed part of the approach to a Equality Impact Assessments undertaken. This agency also introduced systematic consultation with service users and other stakeholders as it was being set up (this is a newly devolved area for the Scottish Government) through the mechanism of 'experience panels'. Experience panels consisted of a wide range of people who were invited to participate, all of whom had experience of the benefits system under the DWP. Data was collected about the diversity related composition of this group (2.400+). Over eight in ten respondents (85 per cent) identified as 'heterosexual / straight'. Just under one in ten (9 per cent) said that they were either 'Bisexual' or 'Gay / Lesbian.' Two per cent said that they identify in another way. Almost all respondents (97 per cent) said that they do not identify as transgender. One per cent said that they do. Two per cent of respondents said that they would prefer not to say. These figures are drawn from a report which took place in 2020 as these have been published, however activities and consultations are ongoing. Publications from the experience Panels can be found here:

<https://www.gov.scot/collections/social-security-experience-panels-publications/>

Experience Panel members are invited to take part in research regarding specific benefits (including user testing forms and websites) , and since coronavirus pandemic including in 2021 this has primarily been conducted online and via telephone.

Describe the outcome and how services were tailored to the needs of LGBTQ+ people (max. 500 words).

Please include specific dates or time periods.

Information and insights gathered from Social Security Scotland's Experience Panels has been used to inform the Agency's development both strategically (this includes the documents 'Our Charter' and the 'Charter Measurement Framework') and in practice, for example in relation to the Unacceptable Actions Policy. This policy followed up on what panel members told us in last year's 'keeping staff and clients safe' survey. This policy is about how both agency staff and clients should interact in a safe and respectful way. The agency states:

"We asked Experience Panel members to have a look at the letter someone might receive if it was felt that they had acted in unacceptable way. Experience Panel members helped us identify how we could phrase the letter and policy in a more compassionate way. They also helped us to recognise that we should treat each step in the process as an opportunity to mend relationships between the agency and the client. We will be revising the Unacceptable Actions policy and letter in response to the feedback we received and plan to do further research on this in the future.

We will continue to share our findings and be open about our approach with panel members, social security colleagues, external stakeholders and advisory groups, and colleagues across government and the wider public sector."

As part of the Social Security Scotland's Internal Equalities Network, training was developed and delivered in collaboration with LGBTI+ Network members to client advisors on supporting LGBT clients, and a member of the LGBTI+ committee also prepared a briefing on some barriers LGBT jobseekers, employees and clients might face when interacting with Social security Scotland for the Quarterly Diversity Meeting.

Disclosure Scotland: Any applicants that have highlighted changes in respect of their trans status have been consulted with. Other categories such as lesbian, gay, bi are not recorded or required on any application status as this is not information we would ask for. Individual sexuality is not a requirement for Disclosure Scotland.

8.10 What percentage of frontline employees have been trained on the needs of LGBTQ+ service users or customers? Select the completion rate for the training.

What we're looking for:

- Training that reaches as many frontline employees as possible and is specific to the services they are providing.
- Content that includes the steps frontline employees can take to eliminate discrimination and ensure LGBTQ+ service user and customer needs are met.
- Content that explicitly covers lesbian, gay, bi and trans (including non-binary) identities.
- Examples of content you could upload are case studies, e-learning screenshots or PowerPoint presentations.

E. No training completed

Describe how you estimate completion rates (max. 500 words).

(No response)

Describe the format of the training and the content you have uploaded (max. 500 words).

(No response)

Upload the training content.

8.11 Does the organisation have a public-facing policy that bans biphobic, homophobic and transphobic discrimination in its services?

What we're looking for:

- A policy that clearly states that you will not tolerate discrimination, bullying or harassment on the grounds of sexual orientation or gender identity and/or trans identity. These may be listed along with other protected characteristics.
- A policy that covers incidents towards service users from employees, towards employees from service users, and between service users.
- Clear information about how to report an incident and how complaints are handled.
- The policy does not need to be published as a formal document and could, for example, be displayed on your website.

No

Upload the policy or relevant screenshots.

Describe where this policy is published and how it is made available to service users (max. 500 words).

(No response)

8.12 In the past year, has the organisation communicated or promoted its services or products as being explicitly LGBTQ-inclusive?

What we're looking for:

- Digital or physical communication.

Yes

Describe the reach of the communication (max. 500 words).

Please include specific dates or time periods.

The Scottish Government uses the Stonewall Diversity Champions logo on the landing page for its vacancies website, actively promoting the government as a participant in the scheme, and as an employer who seeks to be inclusive of LGBTI+ people in the workplace. This site is the portal for applicants seeking to work for both the core government and its agencies (including Social Security Scotland, Disclosure Scotland and the other agencies mentioned in the evidence above. There is also a dedicated page on the site titled 'Diversity and Inclusion' which contains information about how SG is taking action to building a diverse workforce. It includes the following statement;

"We are committed to building a workforce of people with a wide range of backgrounds, perspectives and experiences. We can only reap the value of our diversity with an inclusive environment, where people are valued for their individual uniqueness but also have a sense of belonging and a voice. That means a workforce that includes people of different age groups, socio-economic backgrounds, faith and beliefs. People who are trans, disabled, from minority ethnic backgrounds. People who identify as lesbian, gay or bisexual or another sexual orientation. A workforce that is representative of the people of Scotland."

Upload an example communication.

[Stonewall WEI - 8.12 - EVIDENCE - Work for Scotland Screenshot.JPG](#)

Filename: Stonewall WEI - 8.12 - EVIDENCE - Work for Scotland Screenshot.JPG **Size:** 124.6 kB

Additional awards

Incomplete

Additional awards

The following awards will be given to outstanding individuals and network groups who have contributed significantly to LGBTQ+ equality, both within their workplace and the wider community.

The nominations are longlisted by Stonewall's Workplace team and then shortlisted and awarded by an internal Stonewall panel. Award winners are profiled in Stonewall's Top 100 Employers publications.

Individuals and network groups can still receive an award even if their organisation doesn't achieve a Top 100 ranking or Gold/Silver/Bronze Employer award.

1. Change Maker of the Year

This year we will be celebrating a group of Changemakers of the Year. We want to hear about individuals who have gone above and beyond to create workplaces and communities where every LGBTQ+ person can reach their potential.

This award is open to LGBTQ+ and non-LGBTQ+ individuals.

Your nomination could be:

- An LGBTQ+ network chair who's championed inclusivity in the network and organised a series of events about being an LGBTQ+ person of faith.
- A gay network member who's developed and delivered training on how to be a bi ally.
- A non-LGBTQ+ ally who has proactively embedded trans inclusion in the service they manage.
- A non-binary senior champion who's supported the growth of the network group and shared their experiences at events.

If you would like to nominate an individual for a Change Maker award, please tell us about the great work they've done over the past year. You can complete up to three nominations below. You should tell us how the individual has contributed significantly to LGBTQ+ equality in your workplace and/or the wider community.

It is your responsibility to ensure you have the explicit permission of the individual to share any personal information with Stonewall.

If one of your nominees is chosen by our awards panel, we will work with them to explore their identity and achievements fully for their public profile. None of the nomination information will not be published without their consent.

Change Maker nomination 1 (max. 600 words)

(No response)

Change Maker nomination 2 (max. 600 words)

(No response)

Change Maker nomination 3 (max. 600 words)

(No response)

2. Network Group of the Year

Our second award will be for the Network Group of the Year. We want to hear about network groups that have:

- Provided consistent support to colleagues throughout the COVID-19 pandemic
- Held innovative awareness-raising events
- Worked to make their activities inclusive of and accessible to all LGBTQ+ colleagues
- Supported the organisation to go further on its LGBTQ+ inclusion journey

If you would like to nominate your network group for this award, please tell us about the great work they've done over the past year.

Please reference work which may have already been documented in the LGBT Employee Network Group section.

Network Group nomination (max. 1000 words)

(No response)

CIVIL SERVICE CODE

CIVIL SERVICE CODE

Presented to Parliament pursuant to section 5 (5) of the *Constitutional Reform and Governance Act 2010*

Presented to the Scottish Parliament pursuant to section 5 (6) of the *Constitutional Reform and Governance Act 2010*

Civil Service values

1. The statutory basis for the management of the Civil Service is set out in Part 1 of the Constitutional Reform and Governance Act 2010.

2. The Civil Service is an integral and key part of the government of the United Kingdom¹. It supports the UK Government and Devolved Administrations of the day in developing and implementing their policies, and in delivering public services. As a civil servant, you are accountable to Scottish Ministers, who in turn are accountable to the Scottish Parliament².

3. As a civil servant, you are appointed on merit on the basis of fair and open competition and are expected to carry out your role with dedication and a commitment to the Civil Service and its core values: integrity, honesty, objectivity and impartiality. In this Code:

- ‘integrity’ is putting the obligations of public service above your own personal interests;
- ‘honesty’ is being truthful and open;
- ‘objectivity’ is basing your advice and decisions on rigorous analysis of the evidence; and
- ‘impartiality’ is acting solely according to the merits of the case and serving equally well Governments of different political persuasions.

4. These core values support good government and ensure the achievement of the highest possible standards in all that the Civil Service does. This in turn helps the Civil Service to gain and retain the respect of Ministers, Parliament, the public and its customers.

¹ This Code applies to all civil servants working for the Scottish Executive and its Agencies. Other civil servants have their own separate versions of the Code. Similar Codes apply to the Northern Ireland Civil Service and the Diplomatic Service.

² Civil servants advising Ministers should be aware of the constitutional significance of the Scottish Parliament and of the conventions governing the relationship between the Scottish Parliament and the Scottish Executive.

5. This Code³ sets out the standards of behaviour expected of you and other civil servants. These are based on the core values which are set out in legislation. The Scottish Executive's Aim, Vision and Values and individual Agencies' own separate mission and values statements are based on the core values, and include the standards of behaviour expected of you when you deal with your colleagues.

Standards of behaviour

Integrity

6. You must:

- fulfil your duties and obligations responsibly;
- always act in a way that is professional⁴ and that deserves and retains the confidence of all those with whom you have dealings⁵;
- carry out your fiduciary obligations responsibly (that is make sure public money and resources are used properly and efficiently);
- deal with the public and their affairs fairly, efficiently, promptly, effectively and sensitively, to the best of your ability;
- keep accurate official records and handle information as openly as possible within the legal framework; and
- comply with the law and uphold the administration of justice.

7. You must not:

- misuse your official position, for example by using information acquired in the course of your official duties to further your private interests or those of others;

³ The respective responsibilities placed on Scottish Ministers and special advisers in relation to the Civil Service are set out in their Codes of Conduct: www.scotland.gov.uk/Publications/2003/08/17996/25268 and www.cabinetoffice.gov.uk/propriety_and_ethics. Special advisers are also covered by this Civil Service Code except, in recognition of their specific role, the requirements for objectivity and impartiality (paras 10-15 below).

⁴ Including taking account of ethical standards governing particular professions.

⁵ Including a particular recognition of the importance of cooperation and mutual respect between civil servants working for the Scottish Executive and the UK Governments and other devolved administrations, and vice-versa.

- accept gifts or hospitality or receive other benefits from anyone which might reasonably be seen to compromise your personal judgement or integrity; or
- disclose official information without authority. This duty continues to apply after you leave the Civil Service.

Honesty

8. You must:

- set out the facts and relevant issues truthfully, and correct any errors as soon as possible; and
- use resources only for the authorised public purposes for which they are provided.

9. You must not:

- deceive or knowingly mislead Ministers, Parliament or others; or
- be influenced by improper pressures from others or the prospect of personal gain.

Objectivity

10. You must:

- provide information and advice, including advice to Ministers, on the basis of the evidence, and accurately present the options and facts;
- take decisions on the merits of the case; and
- take due account of expert and professional advice.

11. You must not:

- ignore inconvenient facts or relevant considerations when providing advice or making decisions; or
- frustrate the implementation of policies once decisions are taken by declining to take, or abstaining from, action which flows from those decisions.

Impartiality

12. You must:

- carry out your responsibilities in a way that is fair, just and equitable and reflects the Civil Service commitment to equality and diversity.

13. You must not:

- act in a way that unjustifiably favours or discriminates against particular individuals or interests.

Political impartiality

14. You must:

- serve the Government, whatever its political composition, to the best of your ability in a way which maintains political impartiality and is in line with the requirements of this Code, no matter what your own political beliefs are;
- act in a way which deserves and retains the confidence of Ministers, while at the same time ensuring that you will be able to establish the same relationship with those whom you may be required to serve in some future Government; and
- comply with any restrictions that have been laid down on your political activities.

15. You must not:

- act in a way that is determined by party political considerations, or use official resources for party political purposes; or
- allow your personal political views to determine any advice you give or your actions.

Rights and responsibilities

16. The Scottish Executive and its Agencies have a duty to make you aware of this Code and its values. If you believe that you are being required to act in a way which conflicts with this Code, the Scottish Executive, or the Agency in which you work, must consider your concern, and make sure that you are not penalised for raising it.

17. If you have a concern, you should start by talking to your line manager or someone else in your line management chain. If for any reason you would find this difficult, you should raise the matter with a nominated officer who has been appointed to advise staff on the Code.

18. If you become aware of actions by others which you believe conflict with this Code you should report this to your line manager or someone else in your line management chain; alternatively you may wish to seek advice from your nominated officer. You should report evidence of criminal or unlawful activity to the police or other appropriate regulatory authorities. This Code does not cover HR management issues.

19. If you have raised a matter covered in paragraphs 16 to 18, in accordance with the relevant procedures⁶, and do not receive what you consider to be a reasonable response, you may report the matter to the Civil Service Commission⁷. The Commission will also consider taking a complaint direct. Its address is:

3rd Floor, 35 Great Smith Street, London SW1P 3BQ.

Tel: 020 7276 2613

email: info@civilservicecommission.org.uk

If the matter cannot be resolved using the procedures set out above, and you feel you cannot carry out the instructions you have been given, you will have to resign from the Civil Service.

20. This Code is part of the contractual relationship between you and your employer. It sets out the high standards of behaviour expected of you which follow from your position in public and national life as a civil servant. You can take pride in living up to these values.

November 2010

⁶ The whistleblowing legislation (the Public Interest Disclosure Act 1998) may also apply in some circumstances. The Directory of Civil Service Guidance and the Civil Service Management Code give more information: www.cabinetoffice.gov.uk/conduct-ethics/civil-service.aspx.

⁷ The Civil Service Commission's Guide to Bringing a Complaint gives more information, available on the Commission's website: www.civilservicecommission.org.uk.

Scottish Government Grievance Policy

1. The purpose

The Scottish Government (SG) is committed to promoting and modelling organisational values. All staff are required to meet the obligations set out in the [Civil Service Code](#) and our [standards of behaviour](#), treating everyone with dignity and respect.

Staff should expect equality of opportunity and to work in an environment free from bullying, harassment, discrimination and victimisation, where work related concerns, problems or issues can be raised and responded to.

This policy and [accompanying procedure](#) was developed in consultation with the Council of Scottish Government Unions (CSGU). They set out the framework for staff to raise work-related grievances and how the Scottish Government will respond and support all parties involved, in line with [statutory guidance](#).

Whilst this policy does not form part of terms and conditions of appointment, staff are required to follow the provisions of the policy and procedure. Both the policy and procedure may be amended in agreement with CSGU from time to time.

Cases currently ongoing under the Fairness at Work policy will continue to be progressed under that policy. Any grievances raised from 21 April 2022 will be progressed under this revised grievance policy and procedure.

2. The scope

This policy applies, regardless of length of service, to all SG Main and Marine staff ('staff') including senior civil servants (SCS) and special advisers (SPADs). This also includes staff working in SG core, as well as executive agencies and non-ministerial offices (NMOs) who are part of the [SG Main pay bargaining unit](#).

While this policy applies across the SG Main bargaining unit, executive agencies and non-ministerial offices may have local procedures in place to reflect local contact points and, for NMOs, their status as a direct employer. References to Scottish Government and HR People Advice and Wellbeing team (HR PAW team) in this policy should be read as references to individual bodies and their local HR teams where appropriate.

Staff should use this policy to raise a grievance about issues or behaviour they experience at work. This may include situations where concerns, problems or complaints are raised about working relations or about other issues which affect staff in work.

In most cases, the [procedure for handling grievance cases](#) will be followed. Depending on the [specific nature of the grievance](#) however, the procedure may be applied flexibly in a way that's appropriate to the nature of the case. In the case of a



formal complaint about a minister's or former minister's behaviour the [updated procedure for handing complaints about ministers](#) will be used.

Individuals not employed by, but working in or providing services to Scottish Government, should adhere to [Scottish Government standards of behaviour](#). They cannot raise a formal grievance under this policy and should follow their employer's own policy for raising a formal grievance. However, they are encouraged to seek to resolve concerns informally in the first instance.

Individuals not employed by, but working in or providing services to SG, should adhere to the [SG standards of behaviour](#). They cannot raise a formal grievance under this policy and should follow their employer's own policy for raising a formal grievance albeit they are encouraged to seek to resolve concerns informally in the first instance.

2.1 What our grievance policy covers

A grievance is a concern, problem or complaint that a member of staff wishes to address and, if possible, resolve with their employer.

Potential areas of grievance include (but are not limited to):

- [bullying and harassment](#)
- [discrimination](#)
- organisational change
- terms and conditions as they affect individuals - read more about [specific cases](#)
- [victimisation](#)
- working environment, including health and safety
- working practices
- working relationships

It's important to recognise that managers are required to make decisions that affect staff and sometimes decisions may not meet the expectations of every individual concerned. However, you should be aware such decisions will usually be considered legitimate as long as decisions are:

- reasonable
- meet the requirements of our specific policies
- are objectively justifiable
- do not discriminate unlawfully

2.2 What is not covered under the grievance policy

This policy shouldn't be used where staff:

- **are subject to, and wish to challenge the outcome of a policy process** such as attendance management, performance management, disciplinary action or dismissal - in this situation, the appeals process set out in the relevant policy should be followed



- **believe they are being asked to act in a way that conflicts with the Civil Service Code** - in this case, staff should use the raising a concern under the [Civil Service Code and whistleblowing policy](#), which includes guidance on how to report illegal or other unlawful activity

3. Grievance policy principles

The grievance policy and procedure must be progressed fairly with all parties without unreasonable delay to resolve issues raised in line with these principles:

- grievances should be raised informally, normally with the manager in the first instance, except where it's inappropriate to do so. Where a grievance is of a specific nature, such as those set out in [specific cases](#), guidance should also be sought from the HR People Advice and Wellbeing team (PAW team)
- formal grievances should be progressed in line with the grievance policy and raised without undue delay. This should be within six months of the alleged concern, problem or complaint arising, or of any informal dispute resolution processes concluding (including mediation). Exceptionally, there may be instances where formal grievances raised outwith this timescale may be considered. A decision will be taken as to whether or not it would be reasonable to take forward such cases
- formal grievances will be assessed initially by the [HR PAW team](#), to give advice on handling the grievance, except for cases involving a minister or former minister which will be considered by propriety and ethics in the first instance
- staff can seek advice from the [HR PAW team](#) and trade unions if they are a member at any stage
- any member of staff who raises a grievance formally will be entitled to be accompanied at formal meetings by a companion who may be either a recognised trade union representative or a colleague (not a family member) supporting in a non-professional capacity; the right to be accompanied does not apply to meetings as part of an informal process, however, any such requests will be considered by the appropriate manager. Legal representation is not permitted at any meeting
- all staff have a right to request consideration of workplace adjustments in the grievance process
- there is a right of appeal against the outcome of the formal grievance decision
- all parties must respect confidentiality throughout and after the process seeking advice where necessary. It's important to note that certain matters may need to be discussed with HR/trade unions or, where individuals may be at risk of harm, with other relevant persons. Where this is the case staff should be kept informed. Any breaches in confidentiality will be treated



seriously and where appropriate, considered under the Scottish Government discipline policy and procedure

- HR PAW team/propriety and ethics, deciding officers (DO), investigating officers (IO) and appeals managers (AM) should declare any actual or potential conflict of interest ideally at the outset or during the grievance if they're not aware/conscious of this at the outset and subsequently become aware of this. They should have no prior involvement with any aspect of the matter being raised and no close association with the member of staff raising the grievance or the subject of the complaint. Read more about the [roles and responsibilities](#) in the grievance process
- staff should act in good faith when raising or responding to a grievance and should represent the facts truthfully in line with our [standards of behaviour](#); the presumption is that a complaint is genuine but if a complaint is considered to be [vexatious or malicious](#), this will be handled in accordance with the disciplinary policy and procedure

4. Raising a grievance

In most cases, staff should look to raise their grievance [informally](#), where possible, normally with their manager in the first instance, except where it's inappropriate to do so. [Informal resolution](#) and discussion is often the best way to resolve any concerns or issues which arise in the workplace. This includes where the grievance is about a minister or former minister. Where a grievance is of a specific nature, such as those set out in specific cases, guidance should also be sought from the HR People Advice and Wellbeing team (HR PAW team).

Staff are therefore encouraged, if they feel comfortable, to [seek resolution to their grievance informally](#), speaking to the other person and seeking support from their manager or more senior manager if needed and/or the HR PAW team. Where the grievance relates to a decision taken by the manager or the manager's behaviour, staff should discuss this with them. If they feel unable to do so, they should speak informally with another appropriate manager for example, the countersigning manager or a more senior manager in the directorate.

If staff are aware of or observe another colleague experiencing unacceptable behaviour, they should encourage them to seek support. Alternatively, staff may wish to raise with their manager any unacceptable behaviour they witness or feel impacted by.

4.1 Raising a formal grievance

There are however, some situations where informal resolution may not be the right option, and advice on handling, as set in specific cases, should be sought before proceeding. Staff therefore also have the ability to [raise their grievance formally](#), using the formal [grievance notification form](#).



4.2 Specific cases

There may be grievances of a specific nature, such as those described in this section, where the handling of the grievance may require the grievance procedure to be applied flexibly in a way that's appropriate to the nature of the case.

About a minister's or former minister's behaviour

Where the concern, problem or issue relates to a minister's or former minister's behaviour, staff are encouraged, if they feel comfortable, to seek resolution informally, with support from their manager or more senior manager. They may also if needed seek advice from propriety and ethics who may draw on support from the HR People Advice and Wellbeing team (HR PAW team). Further guidance about [raising a grievance about a minister](#) is available.

Where the concern cannot be resolved informally, a formal complaint will be handled under the updated [procedure for handling complaints against a minister](#). A [flowchart detailing the procedure](#) is also available.

About a third party

Where staff wish to raise a grievance about a third party for example, about a contractor, agency worker, or other stakeholder, they should contact the HR PAW team for specific advice. Staff should be aware that as the Scottish Government is not the employer of third parties, there may be limits as to how far the Scottish Government is able to investigate the grievance. Staff will be advised as to how the grievance will be taken forward under the procedure and how they will be supported.

About a trade union representative

Trade union representatives are subject to the same standards of conduct as other Scottish Government staff. However, there may be occasions where depending on the circumstances, this may need to be discussed with a senior full time official of the relevant union. If staff have concerns or wish to discuss trade union representation, please get in touch with the Head of Employee Relations, Reward and Expenses.

Collective grievance

Where two members of staff, or a group of staff, wish to raise a collective grievance or multiple grievances about the same concern, problem or complaint, the informal process should be followed in the first instance to try to resolve the problem through the line management chain. In circumstances where there are several line management chains advice should be sought from the [HR PAW team](#). Where agreement cannot be reached and the parties wish to raise formally, advice should be sought from the [HR PAW team](#) on how to handle the case collectively under the procedure.

Counter grievances and disciplinary proceedings

Staff who wish to raise a grievance where a grievance has already been raised about an individual and/or they are subject to disciplinary proceedings as a result of a grievance, should contact the [HR PAW team](#) for advice on how the grievance will be taken forward.

Policy reference [1]

Published on [21 April 2022]

Scheduled for review in [April 2025]



The HR team will consider the circumstances and will determine if the grievance/disciplinary action will be considered first or if those processes can run concurrently with the grievance. The HR team can decide to temporarily suspend either a disciplinary or grievance process if it's determined one should take precedence. Decisions will be made on a case by case basis.

Disputing the terms of a collective agreement

The Scottish Government recognises [trade unions](#) for the purposes of collective bargaining which is the route that variations to terms and conditions, including some HR policies are introduced. The outcome of collective bargaining applies to all staff, whether or not they are members of a trade union.

Where staff wish to dispute the terms of a collective agreement which has been agreed with recognised trade unions - for example relating to the substance of terms and conditions or an HR policy - this should be raised with the HR (Employee Relations and Reward team in first instance) and/or, with the recognised trade union (where they are a member) who will give advice on how it will be handled under the procedure.

Harassment, including sexual harassment

Advice on handling a grievance about harassment under the procedure should be sought from the HR PAW team unless the concern relates to a minister or former minister in which case advice should be sought from propriety and ethics. Whilst cases should ideally be raised within six months of the instance of alleged harassment, staff may come forward about harassment beyond this time period and a decision will be taken as to whether or not, this is capable of being progressed.

Every case is different, and it may not be possible, or advisable, to seek to resolve the concern, problem or issue informally.

5.0 Responsibilities

Everyone has a responsibility to report any incidents of unacceptable behaviour they experience.

Responsibility as a member of staff

Staff are expected to:

- ensure they are aware of the [standards of behaviour](#) expected of them
- make themselves aware of and adhere to the grievance policy and procedure, working with their manager and being open to options to resolve the grievance
- make all reasonable efforts to resolve grievances informally in the first instance where appropriate through discussion with relevant parties, action and/or [workplace mediation](#)
- submit any formal grievance in writing using the [grievance notification form](#) and without delay, keeping to the timescales set out in the grievance process

Policy reference [1]

Published on [21 April 2022]

Scheduled for review in [April 2025]



- be truthful, objective and co-operative, participating fully in any investigation which may include being called as a witness
- maintain confidentiality throughout the grievance process and not divulge any information to a third party, except those providing support or professional guidance, ensuring sensitive information is protected appropriately
- maintain cordial, respectful and professional relationships with others in the workplace in line with expected standards of behaviour throughout the grievance process, remaining calm and acting in a fair and reasonable manner

Manager responsibilities

Managers are expected to:

- ensure that they and their team are familiar with this policy and procedure
- make every attempt to resolve staff grievances [informally](#) and within the timeframes detailed in the procedure, where possible, keeping all parties advised if this is not the case and maintain records of informal grievances
- discuss issues in an approachable and non-judgemental way with staff who are party to a grievance providing support and signposting to other support available
- engage as appropriate with trade unions
- create an environment of openness and trust in their team and maintain objectivity, impartiality and confidentiality
- recognise that if a member of staff raises a concern relating to them, they can do so informally with another appropriate manager for example, the countersigning manager or a more senior manager in the directorate
- seek advice from the HR People Advice and Wellbeing team when necessary and take steps to implement agreed actions – advice must always be taken immediately on the handling of [grievances of a specific nature](#)

People Directorate responsibility

HR People Advice and Wellbeing team (HR PAW team) have a responsibility to:

- assist managers to identify and implement appropriate management action to resolve informal issues where required
- provide advice and guidance on the application of the policy and the process signposting all parties to the support available
- declare any actual or potential conflict of interest; have no prior involvement with any aspect of the matter being raised and no close association with the member of staff raising the grievance or the subject of the complaint
- facilitate access to a workplace mediation service (where appropriate)
- liaise with HR policy teams, propriety and ethics and trade unions where appropriate
- assess formal grievance cases as they arise, giving advice on appropriate route to handling and any interventions required
- organise formal grievance investigations where required
- maintain appropriate confidentiality and objectivity throughout the grievance process
- maintain records of formal grievances received

Policy reference [1]

Published on [21 April 2022]

Scheduled for review in [April 2025]



- liaise with the HR policy team on application of the policy, ongoing monitoring and effectiveness
- provide specialist advice and support in [specific cases](#)

Recognised trade unions (CSGU)

Trade union colleagues will:

- provide initial support should staff wish to discuss a potential grievance
- engage with the HR PAW team at an early stage and seek to support early informal resolution for all parties as well as offering assistance in identifying appropriate action to resolve issues
- provide professional support, advice and representation during the grievance process to members and, following the outcome of the grievance, continued support where appropriate
- declare any actual or potential conflict of interest; have no close association with the member of staff raising the grievance or the subject of the complaint
- provide support to members where appropriate through the appeals process
- provide feedback to the employer on lessons learnt to continually improve the process and outcomes

Investigating officers (IO)

Investigating officers will:

- be B1 member of staff or above
- be sufficiently independent and able to conduct an objective and unbiased fact finding investigation, determining only the facts of the case
- declare any actual or potential conflict of interest; have no prior involvement with any aspect of the matter being raised and no close association with the member of staff raising the grievance or the subject of the complaint
- engage with the deciding officer and adhere to the terms of reference
- identify all relevant evidence, engage with relevant parties and produce an investigation report that fairly and objectively accounts for all relevant evidence timeously
- treat all disclosures of sensitive information with respect and maintain confidentiality

Deciding officers (DO)

Deciding officers will:

- be at least one grade above the person raising the grievance
- declare any actual or potential conflict of interest; have no prior involvement with any aspect of the matter being raised and no close association with the member of staff raising the grievance or the subject of the complaint
- produce terms of reference for the investigation, and engage with the investigating officer, as required
- meet with the individual raising the grievance and any other relevant parties as appropriate
- conduct the grievance hearing and consider all relevant evidence
- maintain confidentiality

Policy reference [1]

Published on [21 April 2022]

Scheduled for review in [April 2025]



- make recommendations as appropriate
- produce an outcome letter that details their decision timeously taking advice from the HR People Advice and Wellbeing case manager as required

Appeal managers

Appeal managers will:

- be a C Band member of staff or above, at least two grades above the individual being investigated
- declare any actual or potential conflict of interest; have no prior involvement with any aspect of the matter being raised and no close association with the member of staff raising the grievance or the subject of the complaint
- engage with the HR team as required, facilitating good relationships with parties to the grievance
- conduct the appeal hearing and consider all relevant evidence
- maintain confidentiality
- make recommendations as appropriate
- produce an outcome letter which details their decision timeously, taking advice from the HR People Advice and Wellbeing case manager as required

Propriety and ethics

Propriety and ethics will:

- provide corporate oversight of and coordination on sensitive issues
- work closely with People Directorate, amongst others
- be the contact point for concerns relating to ministers (informal or formal)

6. Support

Cases currently ongoing under the Fairness at Work policy will continue to be progressed under that policy. Any grievances raised from 21 April 2022 will be progressed under this revised grievance policy and procedure.

If you need support and advice you can contact:

- the [HR PAW team](#) or your local HR team
- propriety and ethics
- the [Scottish Government Counselling and Wellbeing team \(CAW\)](#)
- your recognised [trade union](#) representative (if you're a member)
- the [Employee Assistance Service \(EAS\)](#)

7. Additional Information

[ACAS](#)

[Scottish Government whistleblowing policy and procedure](#)

[Civil Service Code](#)

Scottish Government standards of behaviour

Policy reference [1]

Published on [21 April 2022]

Scheduled for review in [April 2025]



Terms used in the grievance policy and procedure

Member of staff raising the grievance: the person(s) making a complaint

Subject of complaint: the subject(s) of the complaint will be the person who is alleged to have behaved inappropriately or the issue which is being raised, if this does not relate to an individual

The manager: the line manager or an appropriate manager best placed to consider an informal grievance and provide appropriate support during any informal or formal grievance. A member of staff may have to raise their concern with another appropriate manager such as their countersigning manager if the grievance relates to the behaviour or a decision made by their line manager

Appeal manager (AM): the person appointed to consider an appeal

Companion: a person who may accompany a member of staff to formal meetings and, where agreed, by the manager to informal discussions; the companion may be either a recognised trade union representative or a colleague (not a family member) supporting in a non-professional capacity

Deciding officer (DO): the person appointed by the Scottish Government to consider the grievance and decide on appropriate action

Employee Assistance Service (EAS): external service available 24/7 to provide wellbeing support to staff and managers

HR team: can include the HR People Advice and Wellbeing team, local HR team (where applicable) and / or (for ministerial cases) Propriety and Ethics (P&E)

HR People Advice and Wellbeing (HR PAW) case manager: the Scottish Government HR PAW officer who will manage the grievance process

Counselling and Wellbeing (CAW): internal team who provide counselling and wellbeing support to those involved in the grievance process

Investigating officer (IO): the person appointed, to undertake an impartial collection of facts and evidence and produce a report

Parties: the individual raising the grievance, the individual/s about whom the grievance has been raised, or where the grievance relates to a corporate issue, the relevant team / individuals

Trade union representative: if parties are a member of a trade union, they may wish to discuss with their representative who can offer appropriate advice/support

Witness: anyone who may have witnessed the incident/s which are the subject of the grievance or who has other information relevant to the grievance



Scottish Government Grievance Procedure

1. Our grievance procedure

This grievance procedure explains:

- how to raise a grievance informally and formally
- how your grievance will be dealt with
- your right of appeal

The Scottish Government encourages open and honest communication between all staff where any concerns, problems or complaints are raised and settled as a matter of course. References to Scottish Government in this policy should be read as references to individual bodies and their local HR teams where appropriate.

[Informal resolution](#) is often the quickest and most efficient way to deal with issues and reach an appropriate outcome with many concerns or problems resolved quickly through discussion whilst also preserving working relationships. Informal resolution should always be considered and, where appropriate, used to resolve concerns, problems or complaints.

1.1 Formal grievances

You can raise your grievance formally if:

- following informal resolution there are outstanding issues that have not been resolved
- in circumstances where the informal process is not the right option

Formal grievances should be raised without undue delay. This should be within six months of:

- the alleged concern, problem or complaint arising
- any informal grievance resolution processes concluding (including mediation) and progressed in line with the grievance policy

Exceptionally, there may be instances where formal grievances raised outwith this timescale may be considered. A decision will be taken as to whether or not it would be reasonable to take forward such cases.

This procedure should be read in conjunction with the [grievance policy](#). Where raising formal concerns, problems or complaints relating to the behaviour of a minister or former minister, refer to the [updated procedure for handing complaints about ministers](#).

1.2 Workplace adjustments during a grievance procedure

If you wish to request any reasonable or other workplace adjustment to allow you to engage fully with the grievance process, raise this with your manager and/or the HR

Policy reference [1]

Published on [21 April 2022]

Scheduled for review in [April 2025]



Scottish Government
Riaghaltas na h-Alba
gov.scot

team as soon as possible. Ensure you provide sufficient notice for your proposed adjustment to be considered.

2. Raising concerns, problems or complaints informally

You should [raise your concern, problem or complaint informally](#) with your manager, as soon as possible. This includes where the concern, problem or complaint is about a minister or former minister. Read more about [specific cases](#).

You should advise your manager you would like your complaint to be considered as part of the informal grievance process. If you feel comfortable you should seek resolution to your grievance informally, by speaking to the other person directly.

If your grievance relates to a decision taken by your manager or is about your manager's behaviour, you should discuss this with them. If you feel unable to do this you should speak informally with another appropriate manager - for example, your countersigning manager or a more senior manager in your directorate.

Your manager or, if applicable, another appropriate manager ['the manager'] has a responsibility to support you in resolving your concerns so far as is possible. They should do this in line with the grievance policy, taking advice as necessary.

If the manager doesn't think your grievance can be dealt with informally, they should discuss with the HR People and Wellbeing team (HR PAW team) and/or their local HR team who will provide further advice. This may include taking advice from the propriety and ethics team depending on the subject matter of the grievance.

2.1 Arrange a meeting with your manager

After you have advised the manager of your concerns, they should meet with you as soon as possible and, where practicable, within three days. During this discussion, the manager will:

- give you the opportunity to explain the subject of your grievance, and ask you for examples
- check that they understand the issues that are being raised
- establish with you any proposed actions that you believe would help to resolve the situation
- confirm that the concern, problem or issue can be dealt informally or if unsure take advice from HR or propriety and ethics, as appropriate
- consider if further fact finding may be required which may include taking advice from the HR team and/or referring to the formal procedure for investigation

Depending on the matters raised, the manager may need to discuss the matter confidentially with other parties involved to support you in seeking a resolution. This approach will be discussed with you first. You should note that it may not be possible to resolve your grievance if you're not willing (or if it's not appropriate) for details to



be shared with the other parties. In such circumstances, advice should be sought from the HR team.

The manager may also ask to meet with anyone who may have observed or been a witness to the grievance and be able to assist with confirming and/or establishing the facts.

2.2 Accessing available support

It's expected that the manager will take all reasonable steps to support the informal resolution process as quickly as possible. This includes where possible, situations involving people who may not be employed by Scottish Government but who work with or liaise with staff. The manager may consider, with advice from the HR team, options around informal resolution including [potential mediation](#). The aim will be to work together to address the problems, concerns or issues that have resulted in the grievance being raised and to find a way forward that is acceptable to all parties.

The manager will write to you, summarising the discussion and confirming their decision, including what, if any, actions will be taken. Depending on the nature of the grievance, the manager will also advise the subject of the complaint and, where required, their line manager, to inform them of the issue raised, their decision and any actions to be taken.

If you're a member of a trade union, you may wish to discuss this with your representative who can offer advice and broader welfare support. The [Scottish Government counselling and wellbeing \(CAW\) team](#) can offer counselling and wellbeing support where necessary as well as the [Employee Assistance Service](#).

2.3 Where matters remain unresolved after informal resolution

If you've not yet taken advantage of the [mediation process](#), this should be considered as an option to resolve matters, prior to progressing to the formal grievance procedure.

If mediation is not appropriate or doesn't resolve the problem, concern or issue and/or you're dissatisfied with the outcome of the informal grievance procedure, you may wish to raise your grievance formally and follow the [formal procedure](#). However, depending on the nature of the grievance, the procedure may be applied in a way that is appropriate to the [specifics of the case](#). Or in the case of a formal complaint about a minister or former minister's behaviour the [updated procedure for handling complaints about ministers](#) will be used.

Mediation can also be used during the formal stage of the process.



3. Formal procedure

If, following informal consideration or resolution, you consider your concern, problem or complaint hasn't been addressed. Or in circumstances where the informal process is not the right option, you can raise your grievance formally using the [grievance notification form](#).

It's important to think about the potential resolution you're seeking when raising a formal grievance. You should also be aware it may not always be possible to reach your desired outcome.

The formal procedure consists of four stages.

Stage 1: Initial contact and assessment

Formal grievances must be submitted in writing using the formal [grievance notification form](#). The form is used to capture the desired resolution being sought and where appropriate, any informal steps taken to resolve the grievance informally.

The HR team will conduct an initial assessment and advise on next steps for handling. This initial assessment will:

- confirm if your grievance is in scope of the grievance policy and if not remit this to the appropriate policy route while keeping you advised
- check the formal grievance has been raised within appropriate time limits. If the grievance has been raised outwith the six month time limit, decide whether it's reasonable to progress this considering the reasons for the delay and whether based on the circumstances the grievance is capable of being taken forward
- establish that the [grievance notification form](#) includes all relevant information and clarify any outstanding issues
- notify the relevant parties as necessary that a grievance has been raised
- appoint a [deciding officer \(DO\)](#) and provide advice to them as necessary
- take a view as to whether further investigation may be required and, if instructed by the DO, appoint an [investigating officer \(IO\)](#)

Depending on the matter/s being raised, the HR team may seek specialist advice from others on handling such as propriety and ethics. Where it's evident the grievance would be more appropriately dealt with under another policy – for example the disciplinary policy and procedure, you'll be kept informed.

A deciding officer (DO) will be appointed who has no prior involvement with any aspect of the matter being raised. The DO will review the grievance notification form and consider next steps. This review will include arranging to meet with you to discuss your grievance. This meeting may not take place right away if the DO determines further investigation is required first. The DO will take advice from the HR team, as necessary.



The HR team will inform parties about whom the grievance has been raised (and their manager/s) of the formal grievance. They will be informed of the nature and detail of the grievance and the identity of the complainer. This will be confirmed in writing to the parties normally within five working days of receipt of the complaint.

Your grievance will be investigated as fully as possible, if required.

If you're a member of a trade union, you may wish to discuss with your representative who can offer advice on your grievance and broader welfare support. The [Scottish Government counselling and wellbeing team](#) can offer wellbeing support where necessary. The [Employee Assistance Service](#) can also be contacted or where appropriate, you may wish to seek support from a colleague.

Stage 2: Investigation

In cases where the DO has determined an investigation is appropriate to establish facts, they will instruct the HR team to appoint an [investigating officer \(IO\)](#), on their behalf to carry out the investigation. Investigating officers will normally be appointed from an internal pool of volunteers but there may be occasions (for example, where a complaint is complex and likely to require a longer period of time to investigate), the HR team may appoint an external provider such as the Civil Service Investigation Service.

If the DO feels that appointment of an IO is not necessary, they may still consider, as part of fact-finding, writing to parties directly to establish facts.

On appointment of an IO, the DO will share the [grievance notification form](#) and commission the IO to undertake an impartial collection of facts and evidence from relevant individuals. The IO will prepare a summary of the relevant facts, and submit an investigation report, including any witness statements, to the DO and the HR People Advice and Wellbeing (HR PAW) case manager.

The IO will be sufficiently independent with no prior involvement with any aspect of the matter being raised and able to conduct an objective and unbiased fact finding investigation.

Where an IO is appointed, you'll be invited to a formal investigatory meeting (which may include an HR representative and/or note taker). At the meeting you'll be given the opportunity to explain the grievance from your perspective, present any relevant additional information and answer any questions the IO may have. You'll also be advised by the IO of indicative timescales relating to the grievance investigation.

Stage 3: Decision

The DO will invite you to meet with them, giving at least five working days' notice to enable you to [arrange to be accompanied](#) as appropriate.

Where an investigation has taken place, the DO will:

- consider the IO report

Policy reference [1]

Published on [21 April 2022]

Scheduled for review in [April 2025]

5



Scottish Government
Riaghaltas na h-Alba
gov.scot

- confirm they're satisfied there has been a reasonable investigation
- notify the relevant parties of the report
- share copies of the final report as appropriate

The DO will arrive at a decision taking into account all evidence presented. This will be communicated in writing to you, and where applicable the subject of any grievance, setting out whether the grievance is to be upheld, partially upheld or not upheld along with any recommendations where possible. This might include [mediation](#) which may help rebuild relationships once the issue is resolved.

You'll also be informed of your right to appeal and how to lodge an appeal.

Stage 4: Appeal

If you feel your grievance hasn't been resolved to your satisfaction, you may appeal in writing within 10 working days of receipt of the outcome letter using the [appeal notification form](#). Your written appeal statement should clearly set out your grounds for appeal, the potential outcome you're seeking and provide any supporting information and evidence.

Any appeal must relate to the original decision made in relation to the grievance raised and cannot raise further grievances linked to the initial concern, problem or complaint. Grounds for appeal could include (but are not limited to):

- where new evidence has come to light that may change the outcome of the decision
- procedural errors where there is evidence the process was incorrectly followed

An [appeal manager \(AM\)](#) who has no prior involvement with the matters raised will be appointed. They will consider how the appeal will be handled, taking advice from the HR team. The AM will notify the subject of the grievance, if relevant, of the fact an appeal has been received. They should also keep in contact with you throughout the appeal stage to let you know of any delays.

Based on the grounds for appeal, the AM will conduct a review of the original decision to consider whether:

- the procedure was applied correctly and fairly
- there were reasonable grounds for the decision
- the decision was fair and appropriate

Where an appeal is raised because of new evidence that has come to light, the AM role will be to assess the impact this new evidence may have on the original decision. They will consider whether there are elements which, had they been available to the DO, would have, in the AM's view materially changed the decision.

An appeal hearing will normally be arranged within 10 working days, where possible, and you will be invited to present your case. The AM will be accompanied by a member of the HR team (who has not previously been involved and does not have a



decision making role) to support and give them advice. A record will be taken of the meeting.

Following the appeal hearing, the AM will take into consideration all of the circumstances and make a decision either to:

- uphold the decision in full
- uphold parts of the decision
- overturn the original decision and confirm any further action required

Their decision should be confirmed in writing within 10 working days of the hearing, where possible and you will be kept informed should there be any delay to this. The decision following the appeal will be final and there will be no further internal right of appeal.

4. Right to be accompanied

The right to be accompanied at formal meetings applies equally regardless if you are raising a grievance or are the subject of a grievance.

4.1 Informal proceedings

Although you're not entitled to be accompanied in informal procedures, you may, subject to agreement with the appropriate manager bring a companion to informal meetings. The companion may be either a recognised trade union representative or a colleague (not a family member) supporting in a non-professional capacity.

To support staff who may find the meeting difficult, managers should, where possible be supportive of such requests so long as this does not unduly delay the process. Trade union members can also seek advice and support from their trade union representative in preparing for an informal meeting.

You are not entitled to bring your own legal representation to any informal meeting.

4.2 Formal proceedings

You have the right to be accompanied to any formal grievance and appeal hearings, including formal investigatory meetings, by a colleague (not a family member), trade union official or trade union representative. You are not entitled to bring your own legal representation to any formal meeting.

If you wish to be accompanied in formal proceedings, you must inform the deciding officer or appeal manager who your chosen companion is in good time before the meeting.

The individual accompanying you may make representations and ask questions, but shouldn't answer questions on your behalf. You may talk privately to them and seek an adjournment at any time during the meeting.



If you wish to bring a colleague to accompany you rather than a trade union representative, you should be aware that your colleague is under no obligation to carry out this role. If they agree to do so, they will be allowed reasonable time off from duties without loss of pay to accompany you.

If you or the individual accompanying you can't attend the hearing, the hearing will normally be adjourned. It will then be reconvened within five working days of the original hearing date unless another date is mutually agreed. If the individual accompanying you is unable to make the rescheduled date, Scottish Government may request you choose an alternative individual to ensure there are no unreasonable delays in the process.

If you're unable to attend the rearranged hearing, a decision may be taken to hold the hearing in your absence and a decision may be reached based on the available

5. Confidentiality

All those involved in the grievance process are required to maintain confidentiality at all times – including when the process has concluded.

It's important to note that matters may need to be discussed with HR or trade unions or (where individuals may be at risk of harm) with other relevant persons. For example a recognised trade union member sharing information with a national trade union official. Where this is the case colleagues should be kept informed.

All those involved can seek support and advice relating to a grievance from the HR team and their trade unions (where they are a member).

Any breaches in confidentiality will be treated seriously and where appropriate, considered under the [disciplinary policy and procedure](#). Sharing official information with recognised trade union representatives including identified national representatives (a list of which will be maintained and agreed with Scottish Government HR) when it's directly related to your grievance or where you're a party to a grievance will not be regarded as a breach of the disciplinary policy or procedure or the [Civil Service Code](#).

6. Where parties involved may be the victim of a crime

Where you feel you are the victim of a crime, you are free to make a complaint directly to the police. You can seek advice and support from the HR team at any point, irrespective of whether you have raised a grievance in relation to treatment or not.

There may be occasions, at any stage in the grievance process, where, based on the information provided, the HR team and/or the deciding officer consider that a criminal offence may have been committed. The HR team will discuss with you whether you want to report matters to the police and ensure support and access to specialist advice is provided. No pressure will be put on you to make any particular decision. If you don't want to tell the police, you don't have to. However, while the HR



team will, wherever possible, respect your wishes, there may be circumstances where, in exercising our employer duty of care, Scottish Government may be obligated to bring the matter directly to the attention of the police. Before taking this step, the HR team will discuss with you, explain the reasons, and provide appropriate support.

As employer, the Scottish Government will co-operate fully with any police investigation or criminal proceedings. Where this occurs during a live grievance case, HR may decide to pause the grievance proceedings whilst awaiting the outcome of the police investigation or criminal proceedings. While HR are not obligated to do this, they may choose to do so. Including in situations where, for example, it is considered that actions under this procedure could prejudice criminal proceedings. You will be informed where this applies to you.

The HR team will continue to offer support throughout to you.

7. Record of meetings during a grievance procedure

Written and/or typed notes will be captured at formal grievance meetings and a draft note of the meeting provided to you to agree and/or comment on. Where agreement cannot be reached on suggested changes, your changes will be left in the note of the meeting in the form of tracked changes.

Records will be protectively marked, kept securely, and handled in line with the [Scottish Government record management policy](#) which complies with the requirements of data protection legislation.

7.1 Audio/video recordings

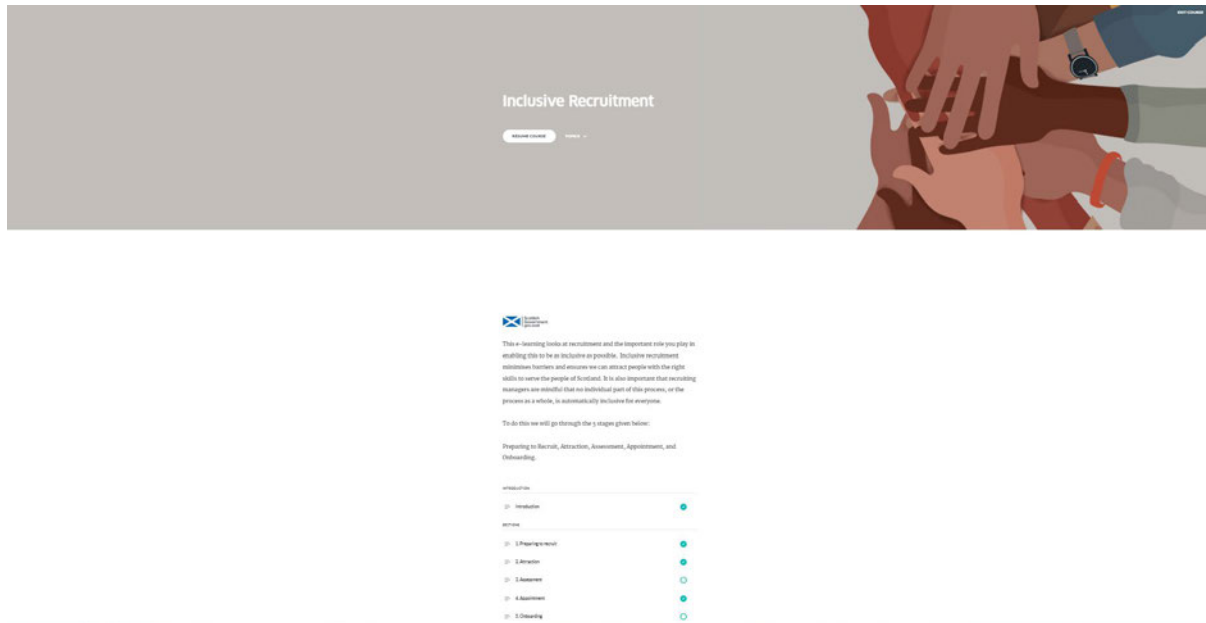
You're not permitted to make audio and/or video recordings at any stage of the informal or formal grievance procedures. Making covert recordings, for example of meetings or calls, is a disciplinary offence which will be considered under the [disciplinary policy and procedure](#) and could result in dismissal.

However should you require any workplace adjustments during any part of the grievance process, including during meetings please discuss immediately with the HR People Advice and Wellbeing Manager allocated to manage your grievance.



Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

INCLUSIVE RECRUITMENT



This e-learning looks at recruitment and the important role you play in enabling this to be as inclusive as possible. Inclusive recruitment minimises barriers and ensures we can attract people with the right skills to serve the people of Scotland. It is also important that recruiting managers are mindful that no individual part of this process, or the process as a whole, is automatically inclusive for everyone.

To do this we will go through the 5 stages given below:

Preparing to Recruit, Attraction, Assessment, Appointment, and Onboarding.

1. Introduction

Before we look at how to make recruitment more inclusive, we should consider **why** it should be inclusive

An inclusive workforce is one of Scottish Government's Equality Outcomes:

Our workforce by 2025:

The Scottish Government's workforce increases in diversity to reflect the general Scottish population.

Our culture by 2025:

By 2025, workforce culture will be more inclusive with employees from all backgrounds, characteristics and experiences reporting they feel increasingly valued.

Our Civil Service principles

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

The civil service principles mean we have to be **objective** and **impartial**. Inclusive recruitment is just this and the processes that stop recruitment being inclusive take us away from these principles.

Objectivity

Objectivity means basing your advice and decisions on rigorous analysis of the evidence.

Impartiality

Impartiality means acting solely according to the merits of the case and serving equally well Governments of different political persuasions.

It is unlawful to disadvantage an individual because of a protected characteristic in the recruitment process

"Ethnically and culturally diverse teams are 36% more likely to outperform their competitors."

McKinsey & Company | May 2020.

1. Preparing to recruit

1. Preparing the **job specification**

The job specification will drive the whole process and all the decisions will come out of this, so it needs to be right and it is critical that it is free from bias.

Recruiting managers need to **seek a second opinion** on this since it is so fundamental.

The following steps should be considered to ensure that the job specification is **as inclusive as possible**. Select the numbers in the image to read the steps:

During this stage, thinking about the assessment centre is also important. When you are writing down what to assess, this is the easiest time to think of how to assess it.

2. **Decision on how to recruit**

Consideration of how to fill the post is critical here. The main decision is between internal and external recruitment. In terms of changing the makeup of the Scottish Government, **external recruitment is essential**, so it should be given proper consideration.

For shorter term posts, contractors, secondments, and internships are all possible. It is worth considering all forms. Some of these could be considerably more inclusive in some contexts.

For example, contractors may be able to work far more flexibly, enabling a greater range of people applying. A secondment from the third sector may be

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

more likely to bring more direct experience of specific issues than more generic recruitment.

3. Appointing a panel

Diverse panels are critical. Non-diverse panels form a barrier to inclusive recruitment, with applicants from minority groups, such as people from ethnic minorities and disabled people, performing measurably worse in these conditions.

So a less diverse panel will be less able to recruit from a wide talent pool effectively, making it less likely to find the best candidate for the post.

Furthermore, the panel will become a microcosm of how the organisation is seen, so **diverse panels are more likely to attract people who may feel that they fall outside of the traditional recruitment groups.**

Here's a checklist for when appointing a panel:

- Panels need to consist of at least three people, at least one of whom should be from a different directorate to the vacancy, or preferably a different Director General.
- The majority of panel members should be at least one grade higher than the vacancy.
- Panels should be diverse and include people from as many backgrounds as possible and more than one gender. To support this, when you advertise for your panels, it is worth stating the current make up of your panel so people can identify where the gaps are: For example, setting out that 'there are currently two white, male C2s on the panel, so more diversity is needed' is better than saying 'We need a female C2'.

4. Organising an **Assessment** centre

Methods of assessment should have been considered when the job specification was being written. For external recruitment, all competencies need to be assessed twice, so this needs to be planned across the process.

Where an assessment centre is used, **Capita are the providers.** The recruiting manager should stay in touch with them throughout the process.

How to choose the right assessment method:

Match Assessment Type to Role

Consider the right type of assessment for the context of the job as well as the competencies, so **match** the assessment to tasks that are part of the job role.

Vary the Assessment Types

The assessment types should also be **varied and test different skills**, so for example, an interview, presentation and group exercise/role play means you are testing oral communication 3 times, and not testing written communication or analytical skills.

The purpose of the assessment is to provide supporting evidence for the hiring decision, so needs to be relevant to the role and as close to natural performance as possible.

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

Consider Adjustments

With regard to **adjustments**, information about these will come directly to resourcing, who will pass them on to Capita and the recruiting manager as necessary. Managers need to be aware of this process and alert to incoming messages about it.

If there isn't an assessment type that seems suitable, speak to the provider and explore options.

In this section, we learned about the four steps to cover when preparing to recruit: Preparing the job specification, deciding on how to recruit, appointing a panel, and organising an assessment centre. Next, we'll learn about generating Attraction to the post.

Attraction Advert

Think about Language

Consider carefully the language you use in your advert, it should be in **Plain**

English and clearly articulate the role. Also, gender-neutral language should always be used.

Mention Recruitment Targets

Mentioning Scottish Government's recruitment targets is helpful. For example, “we especially welcome applications from [community] since these groups are under-represented at present”.

Currently, these groups are **minority ethnic** people and **disabled** people; for the senior civil service, it also includes **women**.

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

Advertising

Advertising sites

Normally an advert will only go to **Work for Scotland** and **Indeed**, and these will also be picked up by the **Twitter** feed. For a wider group of potential applicants, consider using other advertising sites.

Contacts for specific skills

Resourcing have lists of contacts to support a **more diverse range of outputs**. At present these are best used where specific skills or backgrounds are being sought, such as someone who has experience of street homelessness, for example.

LinkedIn

Managers can share adverts to their **LinkedIn** profiles and this can provide excellent coverage within professional sectors.

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

Outreach

Outreach is encouraged for spreading the word around adverts. As mentioned above, where specific backgrounds or experiences are required, resourcing have contacts which can help, such as people who are care-experienced, for example.

Staff Networks

Managers should be mindful of diversity at a local level too. Where outreach is needed, **internal networks** can offer support on boosting the profile of the advert .

You can find details on our staff networks by [visiting our Saltire page](#).

Schedule ahead

Ensure that where outreach is needed, it is **scheduled in** to take place before the advert goes out to ensure that groups you are trying to reach out to have the same time to apply as others.

It is always worth seeking a second opinion and Resourcing are the experts here if there is any doubt at all.

In this section, you learned about how Attraction to a post works, through your advert, advertising and outreach. In the next section, we'll take a look at the Assessment process.

3. Assessment

The assessment process consists of two stages: Sifting and Interview.

Sifting

The recruiting manager needs to ensure that:

- the panel meets before sifting and that the members of the panel understand the task;
- panel members who are not close to the role have a good understanding of what the role is and what skills are needed;
- all applicants declaring a disability and opting into the scheme will be offered an interview if they meet the minimum criteria, which is achieving a score of one for each essential criteria. Scottish Government is

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

a **Disability Confident** employer, which includes a commitment to guaranteed interviews for disabled applicants.

In order to ensure that this stage is as inclusive as possible, the following steps are critical. Select the numbers in the image to find out more:

Interview

For the interview, the following points will help to ensure it is as inclusive as possible.

Before the interview - a checklist

- The recruiting manager needs to be aware of any **required adjustments** and to ensure that these have been considered and implemented. These arrangements should be confirmed with the candidate **in good time**. Resourcing will make managers aware of any requirements and the manager will need to ensure that these are met.

For example: If an adjustment is that a candidate will receive the interview questions in advance, the manager and candidate should know how far in advance that should be, and be adhered to.

- When planning the interview, if a task is being used, care needs to be taken that it serves a **clear purpose** and doesn't create additional barriers by being prescriptive about the form it will take, without due reason to do so.

For example: If a presentation is required, there is no need to specify that, for example, Powerpoint or Prezi should be used.

During the interview

Select the numbers in the image to find out what is expected of you during an interview.

After the Interview

All records should be properly completed and retained; these elements are open to challenge, so documenting the process is essential. Furthermore, candidates have a right to access their interview notes, so panel members should ensure that they are **clear, fair and objective**.

Remote Interviews

Many interviews will be conducted remotely. For these interviews, panels need to ensure a few things are in place. Select the numbers below to find out what these are.

In this section, we looked at how the Assessment process works, through Sifting and Interviewing. In the next one, we will briefly touch on Appointment; once the successful applicant has been selected.

4. Appointment

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

Once a decision has been made

Once a decision has been made, the recruiting manager should liaise with the resourcing officer who will formally notify candidates and advise when contact can be made.

For unsuccessful candidates, feedback can be requested and should be offered within 15 days of the date of notification. Once again, this needs to be clear, fair and objective.

For the successful candidate, once they have accepted a conditional offer of employment, the **onboarding** process can start.

A critical element is regular communication with the appointee to stay on top of any issues.

The manager's role in the **onboarding process**

The manager's role throughout onboarding is to ensure the member of staff settles into the organisation as this will form a key component of their performance and experience. This function is the manager's responsibility and not Human Resources, so **proper planning** for workplace adjustments and to prepare for **Induction** is required.

Preparing for **Induction**

Preparing for induction should start at least 4 weeks prior to the start date. Induction is **a critical period and needs to be planned thoroughly and effectively**.

Managers should pay extra attention to:

Remote employees: People who are experiencing **isolated working** (working from home, for example, or long periods at work alone) to ensure that there is sufficient contact and methods to enable the development of support networks. Consider whether adjustments are required to work from home.

New or returning employees: Those who are **new** to work or **returning** from a career break, as well as those who are coming from a **different work culture**, such as college or university, since they may also benefit from additional support.

In this section, we took a glance at what happens once a decision has been made, and what the manager's role is in preparing for onboarding. Next, we'll take a closer look at the workplace adjustments and the induction process which need to be in place before the member of staff begins their role.

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

Onboarding

Agree a start date as soon as possible and make sure that workplace adjustments are identified and in place.

Workplace adjustments

A key feature of onboarding is making workplace adjustments. These could be for a range of reasons, explained in detail below. However, the purpose is to make sure:

- that the job is the best fit for the candidate,
- that it facilitates the new starter being able to work efficiently, and
- that Scottish Government is benefiting from their skills and knowledge.

Not making these adjustments in the appropriate timescales can have significant consequences.

Delay: For staff on short term contracts, a significant delay in start can be hugely problematic.

Waiting: The experience of staff having to wait for something that should have been done can be really difficult and distressing.

Repeating: The manager needs to ensure that the staff member is not asked to repeat their needs multiple times. It is for the manager to take ownership of the task of ensuring that this is coordinated properly with support from the workplace adjustments team.

Workplace adjustments for candidates with medical conditions

Where a candidate has indicated that they are disabled or have advised of medical conditions on their medical health form as part of pre-employment checks, the workplace adjustments team will automatically be assigned to contact the successful candidate. This is to discuss any required adjustments they will need in place before they start. The team will also engage with managers during this process.

However, some new staff may not feel comfortable about asking for an adjustment until they have started in post. This may be because of past experience, not wanting to be viewed in a negative light or perhaps not knowing what they might need until they are performing their duties. **It is critical that during the induction phase managers create space to discuss whether any adjustments might be needed.**

It is for the manager to take ownership of this and:

- Ensure that the member of staff is directed to the workplace adjustment team.
- Engage with the workplace adjustment team on behalf of the new staff member in the first instance, as this may often be more appropriate for the manager to do.
- Ensure that the staff member does not have to repeat their story multiple times with different people to access the support they need.

During this period, the line manager is also responsible for ensuring that the following is ordered and supplied in good time:

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

1. Staff will need security passes in order to access any buildings. This should be organised regardless of whether staff are predominately working from home or not.
2. Laptop & second monitor, mouse, keyboard, wrist rests etc. if required. Where assistive software is needed on the laptop, the Workplace Adjustments team will liaise with the recruiting manager.
3. Home-working Equipment in order to replicate the office environment as far as reasonably practical.

If there are any questions or queries, the line manager should liaise in the first instance with the Workplace Adjustments team. You can email them by using the button at the end of this section.

The team will assist both staff and managers if they require any adjustments. Any needs should be responded to immediately and questions around budget cannot be allowed to delay the process.

Induction

For induction, the following areas should be planned out and delivered across the onboarding period. Select the numbers in the image to read about how all new staff should:

Induction will be far harder for staff starting with remote working.

The following steps should be taken to make this easier:

- 1. Making sure that the new staff get a chance to meet and to get to know the team.**
- 2. Acknowledging and discussing the challenge of remote working and the steps the team are taking to meet it.**
- 3. Discussing the buddy scheme with the new staff member and support them to access it if needed.**
- 4. Discussing the importance of Saltire, Yammer, staff networks & signpost and encourage participation.**
- 5. In addition, managers should ensure that staff have undertaken the mandatory e-learning on Display Screen Equipment which is hosted on Pathways and then discuss the outcomes, making sure that new starts have everything that they need to work safely. This applies equally if they are working from home or at the office.**

Employee passport

An employee passport is currently being developed and tested. Although this will be rolled out to all staff in due course, when available it should specifically be included within Induction material for new starts. Questions about the employee passport can be submitted to the workplace adjustment team.

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

Workplace Adjustment Team

[SEND EMAIL](#)

All of the above should be ready and organised for the person starting as it is even more isolating to feel the organisation wasn't ready for them or hadn't considered what was needed

In this section, you learned about how workplace adjustments and the induction process are very important during the onboarding period. Before we go, take a quiz in the next section to test your knowledge on what you have learned today.

QUIZ

Q1. What is the first step of the recruitment process?

(Select one correct answer).

- Appointing a panel
- Agree a method of assessment
- Prepare the job specification

Q2. When writing the advert, which one of the following is correct?

(Select one correct answer)

- It should be as detailed as possible
- It should contain all of the person specification
- It should be in Plain English and clearly articulate the role

Q3. When sifting, the panel must:

(Select one correct answer)

- Follow the lead of the most experienced recruiter
- Consider who they think will fit in best with the team
- Only use the answers and examples given and not infer, or make assumptions

Q4 When can you use follow-up questions?

(Select one correct answer)

- To find out more about issues that are unclear on the application form
- To allow the candidate to provide more information to help clarify their answer
- To encourage the candidate to use a different example

Q5. What happens when a candidate has indicated that they have a disability or health condition on their medical health form?

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

(Select **one** correct answer)

- The workplace adjustments team will automatically be notified and contact the candidate
- The recruiting manager should contact the candidate themselves to enquire about adjustments
- The recruiting manager should decide what is needed and ensure it is provided

Q6: When should a start date be set?

(Select **one** correct answer)

- As soon as possible, ensuring that all adjustments are in place before this date
- Once all of the adjustments have been made
- Set the earliest possible date and get the adjustments in place through the new starter's induction

WHAT HAVE I LEARNED?

You should now understand the Scottish Government's approach to inclusive onboarding and the processes involved.

Those process take place during the 5 stages of recruitment

1 Preparing to recruit.

2 Attraction

3 Assessment.

4 Appointment.

5 Onboarding.

If anything is unclear, you can re-visit the sections of this course or contact your HR representative.

Click the **COMPLETE** button below to close the course and register your completion.
ACCESSED: 05/09/2022 @ 13:54

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

Modernising our resourcing policy and practice

As part of our work towards the mission, vision and values of [In the service of Scotland](#) an ambitious programme of work to modernise our resourcing approach is gathering pace. Over the past 12 months the HR Transformation Programme has been implementing new systems and ways of working to provide a stronger offering to Scottish Government and its agencies, with colleagues [joining in the conversation on Yammer](#). These changes will progress our commitment to being an inclusive organisation and the approach is putting people at the heart of the changes.

_____, _____, said:

"Creating an HR for the way we live and work today is at the heart of our transformation programme. Using digital thinking and approaches to strengthen our work and provide a better service for everyone is also key to [our organisational vision](#). We're working hard to simplify the recruitment experience for managers and candidates through improved technology, policies and practices.

"Throughout this first phase of reviewing resourcing policies we've been listening to feedback from key stakeholders, including the [Council of Scottish Government Unions](#), hiring managers and staff networks to help develop the changes. We have more work planned for 2022 reviewing all key steps in the recruitment process and will communicate regularly as we develop these plans"

Upcoming changes include:

Offering more joint campaigning for internal roles. Post-specific hiring can add pressure across the organisation due to the time taken to support each hiring process. Directorates can now opt to combine roles across their area or work with other Directorates to coordinate and plan campaigns and resources.

More flexibility on panel membership. The number of restrictions on who can sit on internal panels have been reduced. For example, it will no longer be necessary to have a Lead Panel Member as part of the process.

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

Embedding diversity awareness. It is important to increase the diversity of panels and support flexibility for different types of roles. A new [Inclusive Recruitment](#) module is now available via Pathways, which will be made mandatory for all managers and for those sitting on a panel.

Adding to our selection methods. New types of selection tools are being added, for example skills assessments, to ensure internal promotions are balanced and fair. Having a choice of tools allows candidates the opportunity to show their unique skills and experience outside of a traditional interview.

Building a new community. There is a new [Yammer community of Resourcing Champions](#). This community is for people who are passionate about resourcing, and can commit some time to support managers through campaigns, and the resourcing team as we embed the policy review changes. If you are interested in joining this community please complete this [form](#).

Council of Scottish Government Unions (CSGU):

"We have worked in partnership with Sarah and her team to arrive at the new policy. The CSGU welcomes the changes and we will continue to engage as we get feedback from members on how they work in practice.

"In particular, we welcome the return of collective promotion exercises in some circumstances. At a time when many continue to work remotely and can feel a bit isolated, it is good we introduce such measures that help draw us together, providing a fairer and more consistent approach, while reducing the time and workload of individual recruiting managers."

What are the next steps?

These changes will start on 13 December 2021 to coincide with the [launch of our new Applicant Tracking System](#). Hiring managers with vacancies in progress don't need to change their planned approach.

To support hiring managers and candidates through these changes we have refreshed our recruitment guidance on [Saltire](#).

Last updated 03/08/2022 02:41 PM

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

Our resourcing policy

Our resourcing policy aims to ensure that resourcing policies and practices meet organisational needs whilst complying with relevant employment legislation and the Civil Service Commission's Recruitment Principles.

For the policy to be a success, managers must participate actively in the process and operate the policy in a fair and open manner.

The resourcing policy applies to recruitment and resourcing in the Scottish Government and its agencies and associated departments for Bands A to C.

[View the Scottish Government resourcing policy](#)

1. Principles

These principles apply to all selection processes - they must be:

- fair
- open and transparent
- consistent
- relevant
- competency-based

2. Roles and responsibilities

- redeployment: all parties must work together to match redeployees to posts
- confidentiality: of application documentation and its treatment in accordance with the Data Protection Act
- budgetary responsibility: to be retained by directorates for posts that cease to exist and colleagues returning from sick absence, maternity leave or secondment

The policy also sets out the right of applicants to appeal decisions.

It is complemented by specific policies and arrangements on:

- promotion – the opportunity to progress
- Common Citizenship – the right to apply for posts in wider public sector organisations
- managed moves – the ability to move people to posts without advertising
- employment agency workers – the ability to make temporary appointments
- reappointment – the potential to consider reappointment of previous employees

Last updated 21/07/2022 05:02 PM

Scottish Government Resourcing Policy

The Scottish Government resourcing policy and associated guidance provides flexibility to meet business needs whilst ensuring compliance with relevant legislation and the Civil Service Commission's Recruitment Principles.

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

In the spirit of partnership working, this policy has been agreed in collaboration with the Council of Scottish Government Unions (CSGU). The policy applies to recruitment and resourcing in the Scottish Government and its Agencies and Associated Departments for Bands A - C.

Although guidance is comprehensive, HR advice and support is available at all stages of the recruitment and resourcing process. The commitment of managers to participate actively in the process and to operate the policy in a fair and open manner is critical to its success.

Aims

The broad aims of the policy are to:

- ensure that resourcing processes meet all the needs of the organisation
- ensure equality of opportunity
- ensure effective redeployment of staff, where required
- support succession planning
- ensure compliance with relevant employment legislation and the Civil Service Commission's Recruitment Principles
- avoid compulsory redundancies
- effectively balance supply and demand across the organisation
- support, where possible, surplus staff in Other Government Departments and the wider Scottish Public Sector.

Principles

The following principles apply to all selection processes:

- Fair – Decisions taken in the process of filling posts must comply with the Scottish Government policy on Equal Opportunities and Diversity. The Scottish Government is committed to ensuring that all staff are treated equally irrespective of age, disability, gender reassignment, pregnancy or maternity, race, religion or belief, sex, sexual orientation or trade union membership.
- Consistent – Through evaluation and monitoring we will ensure that consistent standards are applied to all selection processes.
- Relevant – Selection techniques will be linked to the type of work at the level of the post.
- Competency Based – All selection decisions, including in-band and between band promotion, will be on the basis of suitability, based on evidence of knowledge, skills, experience, competencies and where relevant (such as for professional or specialist posts), qualifications.
- Open and Transparent – Applicants will be clear what to expect and what is expected of them.

HR Issues Governing Recruitment

Available Staff

The redeployment of [available staff](#) is a priority, with all parties required to work together in a flexible way ensure they secure new post as quickly as possible.

Confidentiality

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

Documentation relating to applications for posts is treated with the utmost confidentiality and in accordance with the General Data Protection Regulation (GDPR) Applicants will have the right to access any documentation held on them in accordance with GDPR.

Budgetary Responsibility

Directorates retain budgetary responsibility for staff whose post ceases to exist or who are returning after a period of secondment or maternity leave.

Appeals

Internal applicants have the right to appeal against the outcome of an assessment centre/development centre and/or interview process. Information submitted to support the appeal needs to be significant, relevant and show how it materially affected your ability to perform at the assessment centre/interview.

Resourcing Framework

- Where an existing post becomes vacant managers must consider alternatives to direct permanent replacement.
- Authority to fill permanent vacancies must be given at Director level – temporary vacancies at Deputy Director level.
- Vacancies are usually filled through available staff and /or internal advertising.
- A [Modern Apprentice](#) should be considered to fill permanent entry level posts at A Band. This is a Ministerial priority.
- Exceptionally [managed moves](#) can be considered where the post is business critical. There will be circumstances where managed moves are needed and, to ensure fairness, specific criteria have been agreed for such moves.
- If the internal and OGD market cannot supply people with the relevant skills, and **following consultation with the CSGU**, vacancies may then be filled through external advertising.

An integral part of the recruitment process is that Head of Resourcing and/or Resourcing Manager will always advise business areas to consult with union colleagues on any restructuring or recruitment issues.

Talent Management

The Fast Stream, Realising Potential and other staff development schemes, including those operating within the professional grades, are a means to:

- meet the organisation's skills needs;
- build leadership capacity over the long term;
- develop staff;
- attract and retain high calibre staff; and
- ensuring a supply of internal candidates into the Senior Civil Service.

Other options for meeting short term staffing needs – see [Temporary recruitment](#)

Where the need for staffing is short-term or for a defined period managers may draw on other options including, in no particular order:

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

Temporary Responsibility Supplement (TRS)
Inward secondment, loan or short term attachment
Fixed Term Appointments
Agency Workers
Student placements.

[Available staff](#) may also be an option.

These are all very different solutions, subject to their own rules and time limits, and managers should consider carefully the most appropriate method that meets the business need. The need should be genuinely temporary in nature and managers should facilitate knowledge transfer to permanent members of staff to ensure that the business is fully prepared when the temporary solution comes to an end.

Engaging with the CSGU before advertising the post externally

This policy has been agreed between HR and the CSGU. The CSGU play an important role in ensuring it is delivered across the Scottish Government in a fair, transparent and reasonable way for the benefit of both staff and the wider organisation.

HR Resourcing
November 2020

2. Promotion policy

The purpose of the promotion policy is to ensure the internal recruitment and selection for promotion opportunities is fair, open and made robustly on merit.

Scope

Promotion opportunities are defined as internally advertised vacancies where the role is at least one grade higher than an employee's existing substantive grade.

This policy applies to all internally advertised roles in Bands A to C. It doesn't include roles designated as lateral transfer only, across Scottish Government core directorates, agencies and non-ministerial departments included in [Scottish Government Main bargaining unit](#).

Eligibility for promotion

There are no grade restrictions on which posts employees can apply for. All candidates must:

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

- have been recruited through fair and open competition
- have successfully completed probation
- be currently employed by the Scottish Government, its agencies or associated departments or a [Common Citizenship](#) body
- not currently be in the formal stages of a sickness absence process
- not have been issued with a disciplinary letter with a penalty prohibiting an application for a promoted post

Recruitment processes for promotion

Before advertising promotion opportunities, hiring managers must consider whether there are alternatives such as available staff or reserve lists. If advertising is necessary, there are two options to advertise internal promotions:

Internal campaigns

Internal campaigns should be used where directorates have identified multiple roles across their teams with similar skill and competence requirements. Directorates can choose to work with another directorate to run campaigns.

Campaigns are generally preferred for their ability to combine resources for hiring managers and panel members. They can also ensure consistency of process.

A campaign coordinator should be appointed from the directorate for all campaigns. The campaign coordinator should be experienced in running recruitment campaigns and work with resourcing to adhere to best practice. They will be responsible for the application of this policy during the campaign - in practice this will normally be one of the hiring managers in the campaign.

See campaign guidance for more about [running an internal campaign](#).

Post-specific

Directorates can continue to run post-specific recruitment processes where the vacancy:

- requires specialist technical knowledge differentiating it from other roles in the organisation
- requires a distinct qualification either to have gained the technical knowledge or to practise in the profession
- cannot provide the specialist qualification via a development opportunity
- cannot form part of a campaign because the timing or criteria don't allow for it
- requires skills that are in scarce supply across the organisation

The hiring manager will normally be the chair of the panel for post-specific processes.

Promotion panel requirements

Hiring managers and campaign coordinators are responsible for selecting a suitable panel for their recruitment process. Panels must have a minimum of three members with representation from outside of the directorate of the hiring manager or opportunity.

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

The Scottish Government is committed to equity of opportunity for all colleagues. All panels must therefore be diverse to include members from underrepresented groups. Panel members must undertake the [Inclusive Recruitment development module on Pathways](#) before participating in their panel. Find out more about [panel diversity](#).

The majority of the panel should be a substantive grade above the post being selected, and the panel chair must be a grade above. This is to allow an increase in diversity of panel members across the organisation.

In very limited circumstances additional panel members could be from a grade below the vacancy. If this applies to your panel please [contact the resourcing team](#) before proceeding.

Panel members should inform the resourcing team of any pre-existing relationship where there could be a conflict of interest, either actual or perceived. Read more about [panel membership](#).

Selection methods for promotion

The selection process must be the same for all candidates seeking promotion. No promotion should take place on interview alone, and additional selection tools should be used to gather evidence in another way.

Sifting

You must publish the criteria candidates will be sifted against at the time of advertising. Criteria should be written clearly and in plain English. Qualifications should only be included where they are specifically required to perform the role and can't be offered internally.

Interviewing

Interviews should be based on the existing [Skills for Success Competency Framework](#) and relevant to the level of the role. You can add questions to assess specialist technical knowledge, however these must not be the majority of the interview questions.

Where requested, you can make adjustments to accommodate a candidate's needs, for example by providing interview questions in advance.

Additional selection methods

All promotions should have an additional form of assessment to support the interview evidence base. Additional assessments must be fair and balanced and allow for adjustments where required.

This additional assessment can be one of the following:

1. Assessment facilitated via our third-party assessment provider - see details of [assessment and ordering process](#). You should use this for cross-band promotions from B Band to C Band.
2. Skills assessments provided via our third-party assessment provider - these are most suitable for specialist posts.

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

3. Other job-specific task, which should be used for within Band promotions
- see [assessments](#).

Successful candidates

Panels should make their selection decision strictly on merit order. Candidates should only be notified of an outcome once all selected candidates have completed their interview and assessment.

If you've identified additional appointable candidates, you may hold a reserve list for a period of 12 months for future similar vacancies. You can only use a reserve where there's a close match of the essential criteria for the posts.

The hiring manager or campaign coordinator is responsible for giving feedback to all candidates following interview and assessment. Candidates should make contact requesting feedback within two weeks of receiving their outcome. You should accommodate their request within two weeks of receipt. Read more about [giving feedback](#).

Appeals

Candidates have the right of appeal where circumstances have impacted their ability to undertake an element of the selection process.

Ideally feedback should be sought before making the appeal.

Candidates should make their appeal via email to the [resourcing team](#).

3. Common citizenship

Scottish Government and its main agencies have arrangements in place to open up internal vacancies both on a lateral and promotion basis. Opportunities are available to staff within the following organisations:

- Crown Office Procurator Fiscal Service
- Food Standards Scotland
- Registers of Scotland
- Revenue Scotland
- Scottish Court Service
- Scottish Prisons Service

Vacancies

Vacancies in organisations outwith core Scottish Government will appear on [Common citizenship](#).

Circumstances may not always lend themselves to a permanent transfer. Participating bodies may consider a temporary period of interchange, normally for a maximum of two years. This is to develop staff, broaden skills and experience, increase knowledge and awareness, plug skills gaps and share good practice across common citizenship participating organisations.

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

Short term, interchange opportunities to common citizenship partners will also appear on [Secondments, loans and EU opportunities](#).

Applying

The application procedures should be clear from the advert. However, you can contact the individual named in the vacancy advertisement or the HR department of the advertising organisation for further information.

If a colleague is transferring into the Scottish Government from a common citizenship area, checks will be made regarding their absence, discipline and performance records. These must be done before the transfer can be confirmed.

Common citizenship employees can apply for all advertised posts where they can demonstrate the required skills and competencies.

Terms and conditions of participating organisations

The bodies which make up core Scottish Government share common terms and conditions. If you move permanently to an organisation outside of core Scottish Government, you'll be required to accept their terms and conditions. A statement of relevant pay and other terms and conditions will be available to you before you apply. It is your responsibility to ensure you fully understand the terms and conditions which will apply if you move to another organisation.

Some arrangements, if you move outwith Scottish Government terms and conditions, have been pre-agreed.

If you're moving on a temporary basis, for a period of interchange within a common citizenship participating organisation, you'll generally retain the terms and conditions of service of your parent organisation.

Pay: level transfer	<ul style="list-style-type: none"> • if your existing basic salary is within the pay range for your new post, you'll be offered a salary on transfer that is at least the same • if lower than the minimum of the pay range for the new post, you'll be offered a salary on transfer that is no less than the minimum of the pay range • if higher than the maximum of the pay range for the new post, you'll be offered a salary at the maximum of the pay range (i.e. you will take a salary cut)
Pay: promotion	If you move on promotion you may receive a promotion award in accordance with the receiving organisation's pay arrangements. You should check with them what arrangements will apply.
Pay: lower pay range	<p>If your existing basic salary is:</p> <ul style="list-style-type: none"> • within the pay range for the new post, you'll be offered a salary on transfer that is at least the same

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information.
 Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

	<ul style="list-style-type: none"> • higher than the maximum for the new post, you'll be offered a salary at the maximum of the pay range for your new post. (i.e. you will take a salary cut)
Pay: future pay awards	On transfer you will be subject to the pay arrangements of the organisation to which you move. We recommend that you clarify these arrangements, including those relating to pay awards, with the HR department of your new organisation.
Pay: allowances	If you receive an allowance, payment will continue only if a similar allowance is payable in the new body and you meet the eligibility criteria determined by the new organisation. The level of allowance payable will be determined by your new organisation's terms and conditions.
Performance	On transfer you will be subject to the performance appraisal arrangements of the organisation to which you move.
Promotion / progression	The Scottish Government promotion policy enables all colleagues to apply for internal Scottish Government vacancies if they meet the eligibility criteria, irrespective of band. This applies equally to vacancies in common citizenship organisations.

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

4. Employment of agency workers

If you're unable to cover work internally, you may wish to use one of the following contracts:

Agency worker contract

You can employ agency workers for temporary general administrative posts. These contracts should:

- only be used when posts can't be filled through internal routes
- not be used as a means of replacing a permanent member of staff or to meet a long-term staffing requirement

Interim worker contract

These contracts can be used for temporary IT or other professional posts.

Length of assignments

In most instances it is expected that assignments will not exceed 23 months. There are three categories of agency/interim worker assignments. These determine the permitted length of assignment (where exceptionally they exceed 23 months). Find out more about [agency/interim workers' assignment time limits and breaks](#).

Employment contract

Managers using temporary agency workers should be clear that there is no direct contractual relationship between you and the worker. The contractual relationship is between the Scottish Government and the suppliers.

Definitions

'Temporary agency' describes a business that engages job-seekers for temporary assignments to the Scottish Government.

Workers who come to us from a temporary agency are usually called 'temporary agency workers' or 'agency workers' irrespective of what contract they're recruited under.

Help

Find out [how to bring in a temporary agency worker](#) or [manage a temporary agency worker](#).

If you have any questions about temporary agency workers you should contact [HR Resourcing](#).

5. Managed moves policy

A managed move is the process whereby a vacancy is filled on a level transfer without being advertised through the Internal Jobs Portal.

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

Decisions on managed moves are at the discretion of the business areas. They require no central HR input other than where a role may be suitable for a redeployee.

It's best practice that managers fill posts through the post specific recruitment process. This helps ensure they get access to the best candidates with the right skills for the vacancy. However, there may be occasions when it's appropriate or necessary to identify a person to fill a post without using internal advertising. This could be where:

- a vacant post needs to be filled urgently (within six weeks)
- staff are required immediately to deal with an emerging business need/priority
- the move is proposed as part of the existing arrangements within specific specialist groups and forms part of a rotational development move
- the role is a suitable position for a redeployee

If a movement between posts is to resolve a mismatch between a person and the skills required for their current post, you must discuss performance with your colleague first. Consult with [HR Help](#) on x48500 if you want to proceed.

Managed moves must be authorised at director level.

The manager needs to confirm in writing to the new business area (new manager) they're happy to release their colleague and negotiate a start date.

The colleague's details need to be updated on eHR with the new manager being added. [Raise an iFix](#) to close off any systems access (eRDM) along with a change in cost centres etc.

There's no restriction within the managed moves policy on how widely a recruiting manager can reach across the organisation to get the right person for the vacant post. Managed moves can be made across the Scottish Government and aren't limited to directorate or director general families.

Systems

Managers are responsible for completing the following administrative tasks when a colleague leaves their branch or business area:

- follow the steps on the [management checklist](#) to ensure movers have the appropriate system access for their role
- if the mover is filling a previously vacant role, ensure access has been removed for the previous role holder

Any grievances in relation to managed moves will be heard under our [grievance policy](#).

6. Reappointment policy

Reappointment is an exception to the Civil Service Recruitment Principles. The Scottish Government's reappointment policy enables the organisation to realise the investment made in a colleague once they have left the Civil Service.

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

Not everyone has the right to reappointment and you must meet certain criteria to be eligible. For example, you must have been recruited:

- through fair and open competition
- left the Civil Service within the last five years

If a candidate's last Civil Service employer was not the Scottish Government, they should first approach the last Civil Service department they worked for to seek reappointment.

Anyone leaving on voluntary exit or early severance terms cannot be re-appointed before five years have elapsed. Staff on temporary, fixed-term, temporary agency or consultancy work through formal procurement or non-competitive actions are also not eligible for reappointment.

Further information

Download the [Scottish Government reappointment policy](#).

Policy on reappointment of former civil servants to the Scottish Government

Summary

The Scottish Government has delegated authority to determine arrangements for the re-appointment of staff. Re-appointment means appointment to the Scottish Government or another Government Department, where the previous appointment had been through fair and open competition in compliance with the [Civil Service Commission's Recruitment Principles](#) and within a maximum of the last five years.

Reappointment enables the Scottish Government to realise the investment made by the civil service in the training and experience of an individual who has subsequently left: for example, when the individual has particularly valuable and relevant skills or experience to offer.

Reappointment can be to a lower or equivalent grade. If an individual's last Civil Service employer was not the Scottish Government, they should first approach the last Department they worked for to seek reappointment, before seeking reappointment to the Scottish Government.

No applicant has a right to reappointment. Reappointment is not to be used if there are doubts about the application.

Reappointment is one of the exceptions listed in the Commission's Recruitment Principles not covered by fair and open competition.

The following guidelines will be followed in assessing whether applicants are generally eligible and suitable to be considered for reappointment:

- Applicants were selected for their former appointments in accordance with the Civil Service recruitment procedures operating at the time. In particular, the Civil Service Commission's Recruitment Principles (Previously Recruitment Code).

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

- Attendance, performance and discipline records should be effective. Applicants may not be considered if these records are unavailable.
- Applicants must not have left the civil service on voluntary early retirement or early severance terms or have been dismissed for inefficiency or misconduct.
- For applicants previously retired on medical grounds, the approval of the medical services adviser appointed by the Cabinet Office for Civil Service pension purposes must be obtained.
- All applicants who are re-appointed must meet the competencies required for the level of work offered and it must be recorded how suitability has been assessed.
- The applicant's previous experience as a civil servant, and its relevance to the post which they are applying for should be considered, as should the availability of more suitable candidates. The applicant should be tested against others where this is practicable.
- Former civil servants who have been successful in securing employment with the Scottish Government through an open competition and have not already applied for reappointment may be retrospectively granted reappointment terms, **subject to meeting the reappointment criteria**.
- Specific arrangements apply to staff who return after service with European Institutions, HM Forces or following Parliamentary candidature. Full details are available in Chapter 1, section 1.7 of the [Civil Service Management Code](#).

Operational arrangements

Submission and Screening of applications

Applications for reappointment should be addressed to the HR Shared Service Centre who will make a final decision as to whether an applicant is generally suitable for re-appointment based on previous employment records and current achievement record.

Where an applicant is suitable their details will be held on file for a period of 6 months. If a recruiting line manager cannot fill a vacancy by internal competition, or Other Government Department trawl, the Resourcing Team shall ask them if they are willing to consider someone applying for reappointment. The line manager will assess them using an appropriate selection process. If the applicant has not been successful in securing a post during this six month period they will be advised that their name is to be removed from the list, unless they request to stay on it for longer. Subsequently they will then remain on the list for a further 6 months.

Where an appointee is considered for selection by a manager the process must consist of a minimum of a competency based interview for reappointment at the same or lower band than previously held.

In considering reappointment requests managers will assess reappointees against the essential and desirable criteria required for the post. When considering a disabled applicant, managers will guarantee an interview where the candidate meets all the essential minimum criteria for the post.

Terms and Conditions on Reappointment

Salary

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

Where staff are reappointed to the same pay range, they will be paid the same basic salary as when they left Civil Service employment, restricted to the relevant range maximum and assimilated to the nearest higher pay step where appropriate. If the previous salary is below the current minimum of the pay range for the post, they will move to the minimum. Where staff are reappointed in a lower range they will be paid within their new pay range. In exceptional circumstances (for example where an individual has exceptional skills, qualifications or experience which are demonstrably relevant to the Department) the recruiting line manager may decide to recommend to HR that a higher starting salary should be offered. Such recommendations should be made in the form of a business case from the chair of the interview panel and will be submitted to HR (Head of the Professional Advisors) for approval to ensure that standards are consistent. The business case must demonstrate that the candidate has the skills, competencies and past experiences suitable for the post. In addition the candidate has demonstrated this with high scores at the assessment centre.

Employment Rights

Previous service with the Scottish Government or another Government Department/Agency will not count towards the period of continuous employment with the Scottish Government for the purpose of Employment Protection legislation unless there is no break in continuity of service between the start of reappointment and the end of earlier service.

Annual Leave

Previous service is included when calculating annual leave entitlement.

Probation

Reappointees are required to serve a 9-month probationary period and confirmation of their appointment is dependent on the satisfactory completion of this probation period unless the break in service is less than 52 weeks in which case no probation period will apply.

Individuals in Receipt of Pension

Individuals, who have received their lump sum and are in receipt of their pension and wish to apply for reappointment, must be aware that their pension may be subject to abatement. This is because you cannot earn more, as a reappointed pensioner, by way of Civil Service pension plus reappointed salary than you were earning before you retired. This is not usually a problem if you are going to be reappointed part-time or in a lower paid job. The individual must be informed of the effect on their pension before deciding if reappointment is a realistic option for them. HR will complete a CSP13 form and send it to DWP to obtain an estimate on the effect reappointment would have on the individual's pension, in order for them to make an informed decision.

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information.
Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

WORK INSTRUCTION PRE-EMPLOYMENT CHECKS – TRANSGENDER CANDIDATES

Throughout this document, we will use transgender or trans as equivalent inclusive umbrella terms to refer to anyone whose gender identity or expression does not fully correspond with the sex they were assigned at birth. This includes but is not limited to trans men, trans women and non-binary people.

There is a requirement to offer an alternative process for pre-employment checks on request to ensure a prospective new employee does not need to disclose a previous identity should they not wish to do so. This process is to be used where a transgender candidate contacts us to ask not to disclose their previous identity during the recruitment process. New wording has been included for candidates at pre-employment stage to highlight this process is available:

Our pre-employment checking process includes a criminal record check. Completion of the criminal record check requires details of any previous identity(ies). An alternative process for Transgender candidates is available by contacting recruitment@gov.scot, your request for an alternative will be held in the strictest confidence by the Resourcing Team.

In these scenarios we should ensure the candidate has a named contact in the pre-employment team rather than using the generic Resourcing inbox.

ALTERNATIVE PROCESS

Employment offer is made:

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information.
Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

- Candidate may disclose to either the hiring manager or recruitment team that they require an alternative process.
- It is critical that this information is kept confidentially within the recruitment team and access restricted to as few people as possible.

Candidate Communication

- Notify the candidate that there is an alternative process we can follow to restrict access to their previous gender.
- Ensure candidate is aware that this information will only be needed for the criminal record check and will not form part of their employment record.
- **We never ask candidates for a gender recognition certificate - this isn't lawful.**

Disclosure Scotland

- The candidate should gain their own certificate directly from Disclosure Scotland using their specific process. This process issues the certificate in the candidate's current identity which means no-one in Scottish Government has access to any previous identity.

[Information for transgender disclosure applicants - mygov.scot](https://mygov.scot)

- Once the candidate has received the certificate they should let their designated contact in pre-employment team know the reference number

Amiquis – Remainder of Checks

- Candidate can then complete the Amiquis process using their current identity, selecting the option to provide their own criminal record certificate.

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

SCOTTISH GOVERNMENT PRE-EMPLOYMENT SECURITY AND ELIGIBILITY CHECKS: GUIDE FOR TRANS CANDIDATES

In Scottish Government, our vision is to be a world-leading, diverse employer where people can be themselves at work.

We are committed to building a workforce of people with a wide range of backgrounds, perspectives and experiences. We can only reap the value of our diversity with an inclusive environment, where people are valued for their individual uniqueness but also have a sense of belonging and a voice. That means a workforce that includes people of different age groups, socio-economic backgrounds, faith and beliefs. People who are trans, disabled, from minority ethnic backgrounds. People who identify as lesbian, gay or bisexual or another sexual orientation. A workforce that is representative of the people of Scotland.

The Scottish Government will not disclose if anyone is trans, or that they have or are transitioning unless it obtains their written consent to do so.

All information entered into our pre-employment checking tool will only be accessed by the HR team responsible for carrying out the pre-employment checks for that purpose, and will not be disclosed to other people involved in the recruitment process without consent.

Any information provided will be covered by General Data Protection Regulations 2018 (GDPR) which addresses information or data stored on a computer or an organised paper filing system about living people. Trans identity, previous names, and gender reassignment fall under 'sensitive data' for the purposes of GDPR, despite this not being explicitly referred to under the legislation.

Your details

No issues are foreseen here - please submit your details as indicated.

Identity report

We understand that transgender people may have been on a lease with a previous name/gender/honorifics.

As part of this process, we will **not** contact anybody to confirm these addresses, such as former/current landlords or letting agencies.

If further documents are needed, you will be contacted by the Resourcing team.

Examples of such documents include bank statements or utility bills, but at no point will it

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

be necessary to provide a document which may include a previous name/gender/honorifics.

Disclosure

Disclosure Scotland provides a dedicated pathway for transgender people. This means you do not have to tell the person or organisation asking you for a disclosure what your previous gender was. You only have to tell Disclosure Scotland. Information on the process can be found at: [Information for transgender disclosure applicants - mygov.scot](https://mygov.scot/information-for-transgender-disclosure-applicants)

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information.
Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

If you require a new [Disclosure Scotland certificate](#), please follow the above process and email your certificate to recruitment@gov.scot. If you follow this process, you do not need to complete a new application via the Amicus tool. Other candidates who already have a valid certificate can also email in directly, so this process will not disclose that a candidate is transgender.

Photo ID verification

Your image and information are securely encrypted and uploaded for analysis by Onfido. More information regarding this can be found at the link provided within the Amicus tool.

Employment history

Previous employers will not be contacted unless we are given your specific consent. If we believe that a previous employer may need to be contacted, we will always speak with you first.

Bank Account and Tax (PAYE) Details

No issues are foreseen here - please submit your details as indicated.

Qualifications, Academic History and Overseas Movements

We understand that academic institutions' policies may be to record the name on a birth certificate/original historical information from the beginning of a studentship rather than current ID, and so diplomas will carry a different name than the 'required' name declared in the section.

Academic institutions will not be contacted and we will always speak to you first if it is necessary to upload evidence of a qualification. In the case of requiring evidence of a qualification, you may wish to speak to the academic institution to provide evidence of this qualification with details matching those given in the 'Your details' section.

Right to work – Identity

If you need to prove Right to Work in the UK, we will need you to provide right to work evidence as deemed acceptable by UKVI. Please view the [Home Office Right to work checklist - GOV.UK \(www.gov.uk\)](#) for further information.

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

3. External recruitment

3.1 External recruitment overview

[Controls on internal and external recruitment](#) currently apply across the core Scottish Government.

These pages give an overview of the external recruitment process. If you need help at any stage of the process, contact your recruiter.

Before you begin recruiting, read the [preparing to recruit guidance](#).

You should only consider recruiting externally when other methods of internal recruitment have been unsuccessful.

You will also need authorisation to recruit externally from the Council of Scottish Government Unions (CSGU). Read guidance on [engaging the unions](#).

3.2 Running an external recruitment campaign

If you're recruiting for multiple similar vacancies across a division or directorate, you can run an external recruitment campaign. A campaign coordinator nominated by your directorate is appointed to ensure the process is fair and reasonable. They'll be the main contact with the [resourcing team](#).

3.2.1 Campaign panels

You should follow the guidance on sifting, assessment and interview panels for all recruitment you do. However, campaigns allow for greater sharing of resources for panels and different panel members can complete the sift and the interviews or assessment.

Consider the number of vacancies and the time required from each panel member and make sure you have enough people to cover each interview. This helps increase consistency and diversity. It also ensures the campaign runs smoothly and is compliant with Civil Service Commission principles.

For consistency, hold a panel briefing before the sift. It should cover the essential criteria being used to assess candidates and explain how all panel members should score applications. If you need help with this, contact the [resourcing team](#).

3.2.2 Role matching

For large campaigns, when you've completed the interviews and assessments, candidates should be offered roles in the order they've been scored after interview and assessment.

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

You can allocate candidate to roles by taking into consideration their location and previous experience as long as you follow the order they've been ranked in.

If you need support in role matching for a campaign contact the [resourcing team](#).

3.2.3 Merit and time order

Merit orders for multiple or ongoing campaigns need to be managed on a time and merit basis. For example, if you run a campaign quickly after the second one and find more suitable candidates for the role, you must consider the earliest applicants.

All candidates must have been either allocated a post or advised they've not been not successful before considering matching candidates from a subsequent campaign.

3.2.4 Multiple departments and locations

If a campaign is recruiting for several different departments or locations, candidates should specify which department and location they want to be considered for. They won't be considered for roles outwith that choice. This allows the campaign coordinator to create department and location specific merit lists and match candidates by location and department.

3.2.5 Rolling campaigns

A rolling campaign is when there is a constant need to recruit due to a shortage of a particular specialist skillset and one campaign immediately follows another. The recruiting manager must follow the rules above and make sure a strict time and merit order is followed and that all candidates have been considered.

You must also tell candidates if they've been unsuccessful before moving on to matching candidates from another campaign. If you need support contact the [resourcing team](#).

3.2.6 Multiple applications from the same candidates

If candidates apply for similar roles after being unsuccessful in the previous campaign, it's important to avoid considering these candidates again. Future adverts for similar roles should advise that previous applicants for these posts shouldn't apply again until 6 months has passed and the posts are re-advertised.

3.2.7 Running different campaigns at the same time

If you run a campaign that has similarities to one already running, it's important that there is no confusion for candidates who might think these are the same role. The advert and candidate material should be clear to ensure there are no misunderstandings

3.3 Drafting your external job advert

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

Begin drafting your external recruitment advert by thinking about the essential skills and main duties for the post.

If your vacancy is a new post, fill in the [job grading template](#) and submit it. When the grade is agreed you can create your vacancy on the [Applicant Tracking System \(ATS\)](#).

For existing posts, there is no need for evaluation and you can go directly to creating your vacancy on ATS.

3.3.1 Creating a vacancy on ATS

You can create your advert on the [Applicant Tracking System](#). Find guidance on how to do this on [Pathways](#) under the ATS System Support Guides section.

Your advert must clearly describe in plain English which essential criteria the applications will be sifted against. Only include qualifications where they are specifically required to perform the role.

Posts are advertised for a minimum of 10 working days, although you can choose to advertise for longer.

Candidates have the option to contact you as the hiring manager to discuss details about the role and any additional information. They might ask for adjustments to help them at the application and/or interview stage. You should treat all requests for information in the same way.

You must consider all working patterns when advertising external vacancies, including part-time and job share.

3.4 Interview panels

Once your vacancy is advertised you can set up a selection panel to sift the applications and interview candidates.

3.4.1 Panel membership

Panels must have:

- a minimum of three members, with at least one member from outside the hiring directorate
- a majority of members who are at least one substantive grade above the post being interviewed for
- a panel chair at least one grade above the post being interviewed for
- a detailed understanding of the role or grade being assessed
- only members who have completed probation

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

If you're the hiring manager, remember to make contingency plans in case a panel member is unavailable at short notice.

3.4.2 Sitting on a panel when on Temporary Responsibility Supplement (TRS)

If you're on TRS you can sit on a panel if the role being interviewed for is a grade below your substantive post. If the role is the same grade as your substantive post [contact the resourcing team](#) for advice.

3.4.3 Lead panel members

You no longer need a lead panel member on your panel.

3.4.4 Diverse panels

We're committed to embedding and advancing diversity and inclusion across the organisation. This includes providing promotion opportunities to all colleagues, fairly and equitably. We believe this is the right thing to do and the right way to get the best talent.

Diverse panels can have a really powerful impact on increasing the quality and diversity of decision-making, and on candidates' comfort and ability to perform well. Feedback we've received tells us people need to be able to see themselves in the power structures and represented in the organisation at all levels. This is described as 'you can't be what you can't see'.

When selecting your panel think about whether it's gender balanced and how you can include colleagues from a range of backgrounds, characteristics and experiences.

Diverse panel members offer different perspectives on the candidate's performance. This gives a more thorough assessment of role suitability and helps reduce group biases in decision-making.

3.4.5 Training and support

All colleagues should complete the mandatory [Inclusive Culture courses](#). There are also resources on [Pathways](#) to further your learning on inclusive recruitment, including:

- [Inclusive Recruitment](#)
- [Disability Equality For Line Managers](#)

If you need any support for your panel, contact the [Resourcing Champions Yammer group](#).

3.4.6 Conflict of interests

If there's a conflict of interest between a panel member and a candidate, the panel member should step aside. For example, if the panel member has an existing relationship with a candidate which could be viewed as a conflict of interest.

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

3.4.7 Technical or specialist roles

For very technical or specialist roles, a non-Scottish Government employee can sit on a panel to assess the technical elements we don't have internal capability for. This should happen only under exceptional circumstances.

3.5 Receiving and sifting applications

When your vacancy has closed, your recruiter will check the applications to make sure they're eligible. You'll then receive an email notification and be able to see how many applications you've received on the [Applicant Tracking System \(ATS\)](#).

You'll receive an email confirming the vacancy is closed and a sift panel report for you and your panel to complete.

If you received no applications, your recruiter will advise you on your other options to fill the vacancy.

3.5.1 Sifting applications

Sifting applications is a key stage of the recruitment process. You must do this in a fair and objective way, using the same selection criteria for each applicant. The criteria must be the same as published in the advert. No additional criteria can be added at this stage.

You must treat all correspondence and information from candidates as confidential and not disclose this to anyone outside the selection process.

3.5.2 Unexpected absence of panel members

If a panel member is unable to attend at short notice, the hiring manager is responsible for finding a suitable replacement.

3.5.3 Scoring applications

Applications are assessed against the criteria set out in the job advert, not the competencies.

The hiring manager will arrange an initial meeting of the selection panel to:

- ensure everyone fully understands the requirements for the post
- explain the sifting and scoring processes
- ensure panel members have the appropriate training

It's not necessary for the hiring manager to score each application individually – particularly in cross-directorate campaigns.

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

When scoring applications:

- the hiring manager decides how to divide up applications between panel members for scoring - if there are a small number of applications (fewer than 5), it's reasonable to ask each member to score individually
- panel members base their decisions solely on what is provided in the application form
- where applications are divided up across the panel, the hiring manager will scrutinise a sample of applications and scoring sheets to help ensure consistency and quality.
- once scoring is complete the panel should meet again to agree the final shortlist

3.5.4 Scoring scale

The scoring scale is standard across all Scottish Government Main vacancies.

Essential criteria	The skills, knowledge and experience you want from a candidate as set out in the job advert	Exceeds - 2 points
		Meets - 1 point
		Does not meet - 0 points

Candidates who score a 0 in any of the essential criteria are unsuccessful and won't be invited to interview/assessment. If a score of 0 is awarded you must continue to score each criteria. This may be required for panel discussion and will provide essential data for the candidate if they request feedback.

Candidates who score a minimum of 1 in each of the essential criteria reach the baseline (minimum sift pass mark). They may be invited to further assessment or interview. However, the panel can decide on a higher minimum pass mark than the baseline, for example by agreeing that a score of 2 must be achieved in one or more criteria.

Where candidates who achieve the baseline and are not invited to further assessment or an interview, the reasoning must be clear, documented and applied to all candidates.

Candidates may have used an approach such as STARR (Situation, Task, Action, Result, Reflection) to structure their answer. It's important to score them on the content of their answer and not their use of STARR or other similar approach.

3.5.5 Dealing with scoring inconsistencies

If there are inconsistencies in scoring and agreement cannot be reached between panel members, the final decision lies with the hiring manager.

If there are substantial inconsistencies in scoring, the selection panel should discuss together to reach an agreed final score. The hiring manager may also decide to quality check additional applications if they've identified major inconsistencies.

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

3.5.6 Completing the sift report

The hiring manager must agree sift scores with all panel members and complete the sift report and interview timetable provided by the resourcing team. Guidance for completing your [sift report and interview timetable is on Pathways](#). Once you complete your report and timetable, email our [recruitment](#) team.

You should only keep records of the panel's agreement to provide feedback. You must send these records to the resourcing officer 16 days after the panel's decision is notified. The resourcing team will keep feedback records for three months.

3.6 Interview and assessment process

3.6.1 Inviting candidates to interview

When the sift report and interview timetable are received by the resourcing team the results will be sent to candidates. Once successful candidates are notified of their interview slot, a placeholder will be scheduled in your outlook calendar. You'll receive an email advising that candidates have been notified of dates and times.

When you receive the email that results are being issued, you can start sending Microsoft (MS) Teams invitations to candidates. The hiring manager or panel member is responsible for issuing MS Teams links to candidates. Once they have done this, you can delete the placeholder set by the applicant tracking system.

For vacancies where an assessment centre is required, Capita our assessment centre provider will determine the schedule with the hiring manager. Capita will issue the assessment dates and times directly to the candidates.

3.6.2 Interviews

You should ask interview questions aligned to the [Skills for Success Competency Framework](#) at the correct level for the role. You can also ask questions to assess specialist technical knowledge. Read [some example questions](#) and the [interview guidance for managers](#).

3.6.3 Assessments

External recruitment requires an additional form of assessment to support the interview evidence. Assessments must be fair and balanced, and allow for any adjustments asked for by candidates.

Assessments which can be used are:

- assessment centre
- skills assessment
- job-specific task

3.6.4 Assessment centre

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

Capita, our assessment centre provider can help you design and run assessments. There is a charge for this so you must make sure you have budget to cover it.

To arrange an assessment centre, complete a [Capita order form](#). Save a copy for your records and [email your completed form to Capita](#).

It is the hiring manager's responsibility to notify Capita of any changes to agreed arrangements, including cancellations. If you don't give Capita sufficient notice, the recruiting area will still be liable for the associated costs.

3.6.5 Skills assessment

Skills assessments are most suitable for specialist posts and are provided by Capita.

They can either be:

- a virtual assessment of a skill (for example coding or technical skill)
- a cognitive assessment (for example numerical reasoning)

Complete a [Capita order form](#) to discuss your options with Capita.

3.6.6 Job-specific task

A job-specific task is a specialised activity which gives a good indicator of how suitable the candidate is for the job role. The [resourcing team](#) can help you design these tasks to make sure they don't negatively impact individuals or groups of individuals.

Examples of tasks are:

Presentation

You provide the candidate with:

- a topic in advance
- some time to prepare and then present to the panel or an appropriate audience

Assess candidates on the presentation itself, their delivery and/or content.

Group discussion

A group discussion is a team interaction exercise based around information given to the candidates.

Assess candidates on their communication, teamwork and leadership skills.

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

Role play

A role play exercise involves:

- one-to-one or group interaction between role play participants
- a communication, media or negotiation exercise

Written analysis/exercise

A written exercise will:

- focus on a work-based issue/scenario
- usually be completed on a computer in a given time frame
- show you the candidates level of skill in the given subject area

In-tray exercise

In-tray exercises will ask candidates to:

- read and respond to a number of emails which arrive into a virtual mailbox
- prioritise and make a series of judgements and decisions based on the information presented

Job-related simulation

A job simulation exercise is:

- designed to recreate and assess tasks commonly associated with the job role
- able to provide candidates with a preview of the role and determine if it's a good fit for them

Portfolio review

A portfolio review allows candidates to bring an example of previous work with a structured discussion to capture evidence.

3.6.7 Ranking and selection

The hiring manager normally acts as the chairperson, however another panel member can take on this role.

The role of the chairperson is to:

- prepare questions in advance based on the [Skills for Success Competency Framework](#)
- make arrangements for a full record to be taken of the candidate's answers
- discuss each candidate with the selection panel immediately after the assessment and agree and complete the candidate rating sheet
- rank all candidates in order of merit based on the evidence obtained in the assessment

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

Candidates have the right to request access to all records connected to their application and selection process. It's therefore important that the candidate rating sheets are completed objectively.

When the selection process is finished, complete the candidate outcomes and panel assessment report on the [Applicant Tracking System \(ATS\)](#). You can find guidance on how to do this on [Pathways](#) under the ATS System Support Guides section.

3.7 Making adjustments

We want our workplaces to be environments where all candidates can perform to their best in the selection process. Disabled candidates may face additional challenges or accessibility barriers in the recruitment process that can be accommodated with adjustments.

3.7.1 Eligibility for adjustments

Hiring managers are not expected to decide whether adjustments are appropriate for a candidate or to understand the candidate's disability. The candidate does not have to disclose the reason for the request or any details of their condition. If information is disclosed, you must only use it for the adjustment and not share it without the candidate's permission.

Hiring managers should be guided by the candidate when implementing adjustments. Candidates will be the experts in how their disability impacts them. If you have any doubts regarding whether adjustments are appropriate or can be implemented, contact the [Resourcing Policy team](#) as soon as possible. You should not decline adjustment requests without speaking with Resourcing first.

It is important that you keep the candidate informed. Let them know their request has been received, is being prioritised with the relevant team and when you will provide them with an update.

Candidates have the right to request adjustments at any stage in the recruitment process.

3.7.2 Responding to a candidate request for adjustments

If you're confident that you can implement the candidate's request, contact the candidate as soon as possible to provide reassurance and gather the information required. Preparing for an interview or assessment can be disproportionately stressful for disabled candidates. You should therefore prioritise arranging the adjustments and inform the candidate when all preparations are in place. Some candidates may prefer to discuss their adjustments over Microsoft (MS) Teams or phone, which you should also accommodate.

Keep the candidate informed, and confirm as soon as possible and in good time before the event takes place. For example, if a candidate requests to receive the interview questions in advance, the candidate should be informed of how far in advance this will be. You must also adhere to this agreement.

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

3.7.3 Examples of adjustments

Adjustments are tailored specifically to a candidate's access needs, and there is no one size fits all approach. Candidates may ask what the standard time given is for those with similar access needs, which you can provide as a guideline.

These examples are to be used as a guide to possible adjustments:

- providing extra time to complete assessments
- allowing a break in between parts of the assessment or interview
- providing interview questions 24 hours in advance
- writing the questions in the chat bar during interview
- offering alternative formats of the assessment - for example, a presentation instead of a written exercise
- ensuring accessible spaces for in-person interviews – for example, ground floor rooms
- providing a physical copy of the assessment by courier mail
- conducting assessments or interviews in-person or online
- providing a sign-language interpreter
- specific IT equipment or software such as screen-readers

This is not an exhaustive list of the adjustments we can make.

If a candidate requests questions in advance of the interview they should be informed that probing/follow-up questions may still be asked.

In some cases, a candidate may request an alternative format to the assessment. This is allowed provided that the same competencies are being assessed. There is no requirement for all candidates to complete the same type of assessment. For example, a candidate with dyslexia may request a role-play rather than write a written exercise.

Last updated 21/09/2022 03:57 PM

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

4. Internal recruitment

4.1 Internal recruitment overview

[Controls on internal and external recruitment](#) currently apply across the core Scottish Government.

These pages give an overview of the internal recruitment process.

Once your vacancy is approved, a recruiter from the resourcing team will be assigned to you to support you through the process.

Before you begin recruiting:

- read the [preparing to recruit guidance](#)
- read our [promotion policy](#)

You should also consider whether a [managed move](#), [modern apprenticeship](#) or [temporary recruitment](#) could fill your vacancy.

If you want to recruit to fill a post on a permanent basis this requires approval from your director or deputy director. You can request approval through the [Applicant Tracking System \(ATS\)](#). You can find guidance on how to do this on [Pathways](#) under the ATS System Support Guides section.

There are two options for filling internal vacancies:

4.1.1 1. Internal recruitment campaign

You can recruit using an internal campaign when there are multiple similar vacancies across a division or directorate. Directorates can also choose to work together where there are similarities in the roles, for example in policy or operational management.

Where campaigns have jobs across more than one grade, each grade should have its own campaign reference number generated in ATS.

Read more about [running an internal campaign](#).

4.1.2 2. Post-specific recruitment

If the post you're recruiting for is different from others in your area, you can run a post-specific recruitment campaign.

When you're ready to begin your recruitment read the guidance on [drafting your advert](#).

4.2 Internal recruitment overview

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

[Controls on internal and external recruitment](#) currently apply across the core Scottish Government.

These pages give an overview of the internal recruitment process.

Once your vacancy is approved, a recruiter from the resourcing team will be assigned to you to support you through the process.

Before you begin recruiting:

- read the [preparing to recruit guidance](#)
- read our [promotion policy](#)

You should also consider whether a [managed move](#), [modern apprenticeship](#) or [temporary recruitment](#) could fill your vacancy.

If you want to recruit to fill a post on a permanent basis this requires approval from your director or deputy director. You can request approval through the [Applicant Tracking System \(ATS\)](#). You can find guidance on how to do this on [Pathways](#) under the ATS System Support Guides section.

There are two options for filling internal vacancies:

4.2.1 1. Internal recruitment campaign

You can recruit using an internal campaign when there are multiple similar vacancies across a division or directorate. Directorates can also choose to work together where there are similarities in the roles, for example in policy or operational management.

Where campaigns have jobs across more than one grade, each grade should have its own campaign reference number generated in ATS.

Read more about [running an internal campaign](#).

4.2.2 2. Post-specific recruitment

If the post you're recruiting for is different from others in your area, you can run a post-specific recruitment campaign.

When you're ready to begin your recruitment read the guidance on [drafting your advert](#).

4.3 Internal recruitment overview

[Controls on internal and external recruitment](#) currently apply across the core Scottish Government.

These pages give an overview of the internal recruitment process.

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

Once your vacancy is approved, a recruiter from the resourcing team will be assigned to you to support you through the process.

Before you begin recruiting:

- read the [preparing to recruit guidance](#)
- read our [promotion policy](#)

You should also consider whether a [managed move](#), [modern apprenticeship](#) or [temporary recruitment](#) could fill your vacancy.

If you want to recruit to fill a post on a permanent basis this requires approval from your director or deputy director. You can request approval through the [Applicant Tracking System \(ATS\)](#). You can find guidance on how to do this on [Pathways](#) under the ATS System Support Guides section.

There are two options for filling internal vacancies:

4.3.1 1. Internal recruitment campaign

You can recruit using an internal campaign when there are multiple similar vacancies across a division or directorate. Directorates can also choose to work together where there are similarities in the roles, for example in policy or operational management.

Where campaigns have jobs across more than one grade, each grade should have its own campaign reference number generated in ATS.

Read more about [running an internal campaign](#).

4.3.2 2. Post-specific recruitment

If the post you're recruiting for is different from others in your area, you can run a post-specific recruitment campaign.

When you're ready to begin your recruitment read the guidance on [drafting your advert](#).

4.4 Interview panels

Once your vacancy is advertised you can set up a selection panel to sift the applications and interview candidates.

Hiring managers and recruitment campaign coordinators are responsible for selecting a panel. If you're the hiring manager running a post-specific campaign, you should chair the interview panel.

4.4.1 Sift panels

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

In most cases, the sift panel includes the same people that were on your interview panel. However, for large campaigns this won't be possible and the campaign coordinator should brief all assessors before the sift. The [resourcing team](#) can help with this.

Read more about running an [internal recruitment campaign](#) and [receiving and sifting applications](#).

4.4.2 Panel membership

Panels must have:

- at least three members, with at least one member from outside the hiring directorate
- a majority of members at least one substantive grade above the post being interviewed for
- a panel chair at least one grade above the post being interviewed for
- a detailed understanding of the role or grade being assessed
- completed probation

All panel members should have completed the [online inclusive recruitment training](#).

If you're the hiring manager or campaign coordinator, remember to make contingency plans in case a panel member is unavailable at short notice.

4.4.3 Sitting on a panel when on Temporary Responsibility Supplement (TRS)

If you're on TRS you can sit on a panel if the role being interviewed for is a grade below your substantive post. If the role is the same grade as your substantive post [contact the resourcing team](#) for advice.

4.4.4 Lead panel members

You no longer need a lead panel member on your panel.

4.4.5 Diverse panels

We're committed to embedding and advancing diversity and inclusion across the organisation. This includes providing promotion opportunities to all colleagues, fairly and equitably. We believe this is the right thing to do and the right way to get the best talent.

Diverse panels can have a really powerful impact on increasing the quality and diversity of decision-making, and on candidates' comfort and ability to perform well. Feedback we've received tells us people need to be able to see themselves in the power structures and represented in the organisation at all levels. This is described as 'you can't be what you can't see'.

When selecting your panel you should think about whether it's gender balanced. You should aim to include colleagues from a range of backgrounds, characteristics and experiences.

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

Diverse panel members offer different perspectives on the candidate's performance. This gives a more thorough assessment of role suitability and helps reduce group biases in decision making.

4.4.6 Training and support

All colleagues should complete the mandatory [Inclusive Culture courses](#). There are resources on [Pathways](#) to further your learning on inclusive recruitment, including:

- [Inclusive Recruitment](#)
- [Disability Equality For Line Managers](#)

If you need any support for your panel, contact the [Resourcing Champions Yammer group](#).

4.4.7 Conflict of interests

If there's a conflict of interest between a panel member and a candidate, the panel member should step aside. For example, if the panel member has an existing relationship with a candidate which could be viewed as a conflict of interest.

4.4.8 Technical or specialist roles

For technical or specialist roles, a non-Scottish Government employee can sit on a panel to assess the technical elements we don't have internal capability for. This should be only under exceptional circumstances.

4.5 Receiving and sifting applications

Once your vacancy has closed, your recruiter will check the applications to make sure they're eligible. After that you'll receive an email notification and be able to see how many applications you've received on the [Applicant Tracking System \(ATS\)](#).

You'll be sent an email confirming the vacancy is closed and a sift panel report for you and your panel to complete.

If you received no applications, your recruiter will advise you on your other options to fill the vacancy.

4.5.1 Sifting applications

Sifting applications is a key stage of the recruitment process. You must do it in a fair and objective way, using the same selection criteria for each applicant. The criteria must be the same as published in the advert. No additional criteria can be added at this stage.

You must treat all correspondence and information from candidates as confidential and not disclose this to anyone outside the selection process.

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

4.5.2 Unexpected absence of panel members

If a panel member is unable to attend at short notice, the hiring manager or campaign coordinator is responsible for finding a suitable replacement.

4.5.3 Scoring applications

Applications are assessed against the criteria set out in the job advert, not the competencies.

The hiring manager will arrange an initial meeting of the selection panel to:

- ensure everyone fully understands the requirements for the post
- explain the sifting and scoring processes
- ensure panel members have the appropriate training

It's not necessary for the hiring manager to score each application individually – particularly in cross directorate campaigns.

When scoring applications:

- the hiring manager decides how to divide up applications between panel members for scoring - if there are fewer than five applications it's reasonable to ask each member to score individually
- panel members base their decisions solely on what is provided in the application form
- where applications are divided up across the panel, the hiring manager will scrutinise a sample of applications and scoring sheets to ensure consistency and quality
- once scoring is complete, the panel should meet again to agree the final shortlist

4.5.4 Scoring scale

The scoring scale is standard across all Scottish Government Main vacancies.

Essential criteria	The skills, knowledge and experience you want from a candidate as set out in the job advert	Exceeds - 2 points Meets - 1 point Does not meet - 0 points
--------------------	---------------------------------------------------------------------------------------------	-------------------------------------------------------------------

Candidates who score a 0 in any of the essential criteria are unsuccessful and won't be invited to interview/assessment. If a score of 0 is awarded you must continue to score each criteria. This may be required for panel discussion and will provide data for the candidate if they request feedback.

Candidates who score a minimum of 1 in each of the essential criteria reach the baseline (minimum sift pass mark). They may be invited to further assessment or interview. However, the panel can decide to agree a higher minimum pass mark than the baseline. For example they could agree that a score of 2 must be achieved in one or more criteria.

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

Where candidates who achieve the baseline are not invited to further assessment/interview, the reasoning must be clear, documented and applied to all candidates.

Candidates may have used an approach such as STARR (Situation, Task, Action, Result, Reflection) to structure their answer. It's important to score them on the content of their answer and not their use of STARR or other similar approach.

4.5.5 Available staff

If a candidate is on the [available staff list](#), you must invite them to interview if they meet the baseline (i.e. score a minimum of 1 in each of the essential criteria).

4.5.6 Dealing with scoring inconsistencies

If there are inconsistencies in scoring and panel members cannot reach an agreement, the final decision lies with the hiring manager.

If there are substantial inconsistencies in scoring, the selection panel should discuss together to reach an agreed final score. The hiring manager may also decide to quality check additional applications if they've identified major inconsistencies.

4.5.7 Completing the sift report

The hiring manager must agree sift scores with all panel members and complete the sift report and interview timetable provided by the resourcing team. Guidance for completing your [sift report and interview timetable is on Pathways](#). Once you complete your report and timetable, email our [recruitment](#) team.

You should only keep records of the panel's agreement to provide feedback. You must send these records to the resourcing officer 16 days after the panel's decision is notified. The resourcing team will keep feedback records for three months.

4.6 Interview and assessment process

4.6.1 Inviting candidates to interview

When the sift report and interview timetable are received by the resourcing team the results will be sent to candidates. Once successful candidates are notified of their interview slot, a placeholder will be scheduled in your outlook calendar. You'll receive an email advising that candidates have been notified of dates and times.

When you receive the email that results are being issued, you can start sending Microsoft (MS) Teams invitations to candidates. The hiring manager or panel member is responsible for issuing MS Teams links to candidates. Once they have done this, you can delete the placeholder set by the applicant tracking system.

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

For vacancies where an assessment centre is required, Capita our assessment centre provider will determine the schedule with the hiring manager. Capita will issue the assessment dates and times directly to the candidates.

4.6.2 Interviews

You should ask interview questions aligned to the [Skills for Success Framework](#) at the correct level for the role. You can also ask questions to assess specialist technical knowledge. Read [some example questions](#) and the [manager's guide to interviews](#).

4.6.3 Assessments

If you're recruiting on promotion, include an additional form of assessment to support the interview evidence. Assessments must be fair and balanced and allow for adjustments asked for by candidates.

Assessments which can be used are:

1. Assessment centres - use for cross Band promotions.
2. Skills assessments - use to assess specific skills required.
3. Job-specific tasks - use to support promotions within band.

If you have candidates from different bands to assess and would like support on the best way to do this please [contact the resourcing team](#).

4.6.4 Assessment centre

You must use assessment centres where a promotion is across Bands, for example a candidate applying from B3 to C1.

Capita, our assessment centre provider can help you design and run assessments. There is a charge for this so you must make sure you have budget to cover it.

To arrange an assessment centre complete a [Capita order form](#). Save a copy for your records then email you complete form to [Capita](#).

It is the hiring manager's responsibility to notify Capita of any changes to agreed arrangements, including cancellations. If you don't give Capita sufficient notice, the recruiting area will still be liable for the associated costs.

4.6.5 Skills assessment

Skills assessments are most suitable for specialist posts and are provided by Capita. They can either be:

- a virtual assessment of a skill (for example coding or technical skill)
- a cognitive assessment (for example numerical reasoning)

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

Complete a [Capita order form](#) to discuss your options with Capita.

4.6.6 Job-specific task

A job-specific task is a specialised activity which gives a good indicator of how suitable the candidate is for the job role. The [resourcing team](#) can help you design these tasks to make sure they don't negatively impact individuals or groups of individuals.

Examples of tasks are:

Presentation

You provide the candidate with:

- a topic in advance
- some time to prepare and then present to the panel or an appropriate audience

Assess candidates on the presentation itself, their delivery and/or the content.

Group discussion

A group discussion is a team interaction exercise based around information given to the candidates.

Assess candidates on their communication, teamwork and leadership skills.

Role play

A role play exercise involves:

- one-to-one or group interaction between role player participants
- a communication, media or negotiation exercise

Written analysis/exercise

A written exercise will:

- focus on a work-based issue/scenario
- usually be completed on a computer in a given time frame
- show you the candidate's level of skill in the given subject area

In-tray exercise

In-tray exercises will ask candidates to:

- read and respond to a number of emails which arrive into a virtual mailbox
- prioritise and make a series of judgements and decisions based on the information presented

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

Job-related simulation

A job simulation exercise is:

- designed to recreate and assess tasks commonly associated with the job role
- able to provide candidates with a preview of the role and determine if it's a good fit for them

Portfolio review

A portfolio review allows candidates to bring an example of previous work with a structured discussion to capture evidence

4.7 Making adjustments

We want our workplaces to be environments where all candidates can perform to their best in the selection process. Disabled candidates may face additional challenges or accessibility barriers in the recruitment process that can be accommodated with adjustments.

4.7.1 Eligibility for adjustments

Hiring managers are not expected to decide whether adjustments are appropriate for a candidate or to understand the candidate's disability. The candidate does not have to disclose the reason for the request or any details of their condition. If information is disclosed, you must only use it for the adjustment and not share it without the candidate's permission.

Hiring managers should be guided by the candidate when implementing adjustments. Candidates will be the experts in how their disability impacts them. If you have any doubts regarding whether adjustments are appropriate or can be implemented, contact the [Resourcing Policy team](#) as soon as possible. You should not decline adjustment requests without speaking with Resourcing first.

It is important that you keep the candidate informed. Let them know their request has been received, is being prioritised with the relevant team and when you will provide them with an update.

Candidates have the right to request adjustments at any stage in the recruitment process.

4.7.2 Responding to a candidate request for adjustments

If you're confident that you can implement the candidate's request, contact the candidate as soon as possible to provide reassurance and to gather the information required. Preparing for an interview or assessment can be disproportionately stressful for disabled candidates. You should therefore prioritise arranging the adjustments and inform the candidate when all preparations are in place. Some candidates may prefer to discuss their adjustments over Microsoft (MS) Teams or phone, which you should also accommodate.

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

Keep the candidate informed, and confirm as soon as possible and in good time before the event takes place. For example, if a candidate requests to receive the interview questions in advance, the candidate should be informed of how far in advance this will be. You must also adhere to this agreement.

4.7.3 Examples of adjustments

Adjustments are tailored specifically to a candidate's access needs, and there is no one size fits all approach. Candidates may ask what is the standard time given for those with similar access needs, which you can provide as a guideline.

These examples are to be used as a guide to possible adjustments:

- providing extra time to complete assessments
- allowing a break in between parts of the assessment or interview
- providing interview questions 24 hours in advance
- writing the questions in the chat bar during interview
- offering alternative formats of the assessment - for example, a presentation instead of a written exercise
- ensuring accessible spaces for in-person interviews – for example, ground floor rooms
- providing a physical copy of the assessment by courier mail
- conducting assessments or interviews in-person or online
- providing a sign-language interpreter
- specific IT equipment or software such as screen-readers

This is not an exhaustive list of the adjustments we can make.

If a candidate requests questions in advance of the interview they should be informed that probing/follow-up questions may still be asked.

In some cases, a candidate may request an alternative format to the assessment. This is allowed provided that the same competencies are being assessed. There is no requirement for all candidates to complete the same type of assessment. For example, a candidate with dyslexia may request a role-play rather than write a written exercise.

4.8

Assessing criteria and making the internal appointment

When assessing candidates, you must only assess against the criteria and competencies set out in the job advert.

It's best practice to have two different forms of assessing criteria or competencies across the entire process. The application form counts as one form of assessment.

4.8.1 Ranking and selection

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

The hiring manager normally acts as a chairperson, however another panel member can take this role. The role of the chairperson is to:

- prepare questions in advance based on the [Skills for Success framework](#)
- make arrangements for a full record to be taken of the candidate's answers
- discuss each candidate with the selection panel immediately after the assessment and agree and complete the candidate rating sheet
- rank all candidates in order of merit based on the evidence obtained in the assessment

Candidates have the right to request access to all records connected to their application and selection process. It's therefore important that the candidate rating sheets are completed objectively.

When the selection process is finished, complete the candidate outcomes and panel assessment report on the [Applicant Tracking System \(ATS\)](#). You can find guidance on how to do this on [Pathways](#) under the ATS System Support Guides section.

4.8.2 Making the appointment

Once all your interviews and assessments are complete and you've filled in the candidate outcomes and panel assessment on the [ATS](#), your recruiter will call you.

Together you will review the candidate outcomes and confirm who is the successful candidate. You'll make the initial call to the successful candidate to make the offer which will be followed up by an email from the ATS.

You'll need to agree a start date with the successful candidate and their manager. Internal candidates should be released within four weeks of accepting a post.

Your recruiter will inform the unsuccessful candidates of the outcome.

For candidates from a Common Citizenship area, HR will advise you when the relevant checks are completed. This will allow you to agree a start date with the successful candidate and their manager.

Once you have agreed a start date, complete the successful candidate summary form and return it to your recruiter. If you're appointing more than one person, each successful candidate requires a separate form.

You must also notify your budget centre liaison officer (BCLO) or other nominated person that the vacancy can be removed from the workforce plan.

4.8.3 Next steps

You can prepare for your new team member by reading guidance on [preparing for a new member of staff](#).

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

You should develop an induction programme for successful candidates in time for their first day. Good [induction practices](#) help new entrants to understand their role and the wider context they're working in. For some it may be the first time they have worked in the Scottish Government.

You must be ready to give feedback to unsuccessful candidates if they request it. Find out more about [giving feedback](#).

If there are no candidates selected for appointment, you should discuss the next steps with your recruiter.

Last updated 21/09/2022 03:59 PM



5. Inclusive Culture Pre-Work

Before attending the session please review this briefing document – it should take about 10 minutes.

The contents of this pack include:

1. What we are doing that supports inclusion
2. D&I Dashboard
3. Diversity Wheel
4. Types of bias

After reviewing please reflect on the following:

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

- What do you want to know more about from what we are already doing in our organisation?
- What would you share with others using the P, C, O from the diversity wheel?
- What types of bias do you see or experience in our organisation?

What we are doing that supports Diversity and Inclusion

To support diversity and inclusion we have:

Our SG Vision - In the service of Scotland

We put the people we serve at the heart of everything we do.

We use digital thinking and approaches to strengthen our work and provide a better service for everyone. We are driven by our values, always searching for new ways to learn and improve.

Our SG Values

Integrity, Inclusion, Collaboration, Innovation, Kindness

Equality Outcomes

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

1. The Scottish Government's workforce increases in diversity to reflect the general Scottish population by 2025
2. By 2025, workforce culture will be more inclusive with employees from all backgrounds and characteristics and experiences reporting they feel increasingly valued

Our National Performance Framework - [National Performance Framework](#)

Reducing inequalities and enabling economic, environmental and social progress is at its heart and guides our approach to inclusive, user centred public policy and services.

We also have:

- [Delivering Diversity](#)
- [Fairness at work policy](#)
- [Diversity Objectives](#)
- [Equality Outcomes Mainstreaming Report 2021](#)
- [Recruitment and Retention Plan for Disabled People 2019](#)
- [Wellbeing and staff support – Disability and you](#)
- [Race Recruitment and Retention Action Plan](#)
- [Race equality: immediate priorities plan - gov.scot](#)
(www.gov.scot)
- [Staff Networks Overview](#)
- [Trans Equality and Inclusion Policy](#)

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

- [Diversity and Inclusion Curriculum](#) - (choose Diversity and Inclusion Tab)

Diversity and Inclusion Data

Outcome 1: Our workforce increases in diversity to reflect the general Scottish population by 2025. We use eHR diversity data (as at end June 2021) that we have collected as one way to help measure our progress in relation to this outcome.

Area	SG Core (%)	Scottish Population (%)	Variation	Up or down indicator	Colour-code Status
Minority Ethnic	3.2	5.8	- 2.6	↓	
Disabled	13.2	20.7	- 7.5	↓	

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

LGBO	7.0	3.5	+ 3.5	↑	
Sex (female)	55.5	50.8	+ 4.7	↑	
Age (16 – 29)	17.5	26.9	- 9.4	↓	
Age (60+)	6.2	11.4	- 5.2	↓	

Percentages above exclude those who have not made a declaration of their disability status, ethnic group or sexual orientation on eHR. A full breakdown of the data we collect, our current percentages in relation to Outcome 1, and where our comparator data comes from can be found in our [Diversity Packs](#), which are updated quarterly.

Outcome 2: Foster an inclusive workforce culture and value the contribution of employees from all backgrounds.

We use our annual People Survey results as one way to help measure our progress in relation to this outcome.

The bullying and harassment and discrimination scores represent the percentage of respondents reporting having experienced bullying and harassment or discrimination. As such, a decrease in these scores is a favourable outcome.

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

Latest Position - People Survey 2021	Variation from 2020	Up or down indicator	Colour- code Status
Inclusion and Fair Treatment = 86% (positive)	+ 0.7	↑	
Bullying and Harassment = 7%	0	↔	
Discrimination = 6%	0	↔	

Key Performance Indicators

From our data, we identify the KPIs that focus our attention in driving workplace equality in the areas most needed and towards our overall equality outcomes.

Percentages in the table below exclude those who have not made a declaration of their disability status, ethnic group or sexual orientation on eHR. A full breakdown of the data we collect, our current percentages in relation to Outcome 1, and where our comparator data comes from can be found in our [Diversity Packs](#), which are updated quarterly.

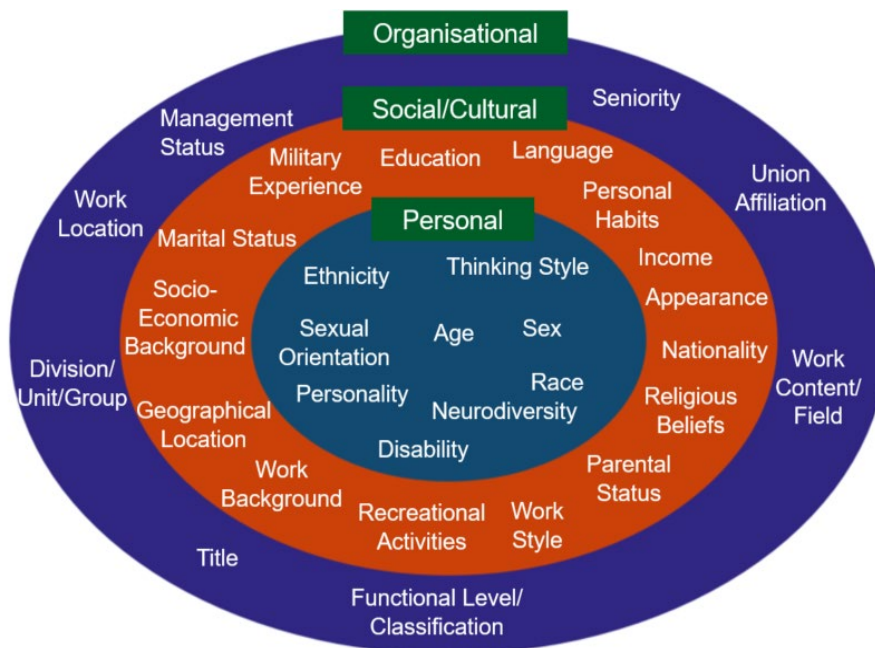
KPI	Latest Position (%)	Variation	Up or down indicator	Colour- code Status
-----	------------------------	-----------	----------------------------	---------------------------

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

4% of new entrants into the SCS to be minority ethnic people (2017 - 2020). Rising to 6% by 2025.	4	N/A	↔	
51% of SCS are women.	45	- 6	↓	
7% of new entrants into the SCS to be disabled people (2017 - 2020). Rising to 13% by 2025.	3	- 4	↓	
25% of successful candidates from external recruitment will be disabled people by 2025.	14.2	- 10.8	↓	

The Diversity Wheel

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.



This wheel is derived from Marilyn Loden and Judy Rosener's (1990) framework for thinking about the different dimensions of diversity within individuals and institutions

The centre of the wheel, Personal, illustrates what could be described as the primary dimensions of diversity. Someone's ethnic origin, sexual orientation, age, sex, religion or belief and disability.

Socially and culturally we are also then influenced by environmental, social and cultural factors and experiences, learnings from our family, friendships, community, nationality, belief system.

Within organisations we are influenced by the group or area in which we work, the structures or processes that we operate within and perhaps that includes systemic barriers and bias.

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

Some can change over time. For example, everyone gets older, yet we may be treated differently at different stages in our life because of age. Other aspects cannot be changed. For example, we cannot change our ethnic origin.

Types of Bias

- **Affinity** - We have a natural affinity towards people who share similar characteristics (ethnicity, gender, social, education, physical appearance)
- **Stereotyping** - Ascribing particular positive or negative attributes to all members of a group
- **Confirmation** - We see and hear what we expect to see and hear. Once we have made up our mind about a person, we look for facts to confirm this belief, and ignore evidence to contradict it
- **Halo / Horns** - One characteristic influences the whole assessment. We extend the liking or disliking in one category into other areas of assessment
- **Attribution** - People similar to us have their successes attributed to them and their failures attributed to the situation. Those less like us are likely to have their successes attributed to the situation and their failures attributed to them

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

- **Conformity** - Path of least resistance, peer pressure and conforming to the norm – going along with it all – can influence groupthink
- **Privilege** - When we have a bias towards what we perceive to be a better start (education, socially, economically, health)
- **Benevolence** - Often seen to look after a person and not to expose them to too much of a challenge – often to protect groups we see as weaker, but may limit their career progression

Bias – how it shows up

- **Affinity** – “I like Robin: I see a bit of myself in him. We connect easily. We have lots in common and I prefer working with him”.
- **Stereotyping** - “I’m not sure Farah will have the confidence in front of managers, Asian women tend to be culturally less forward”.
- **Confirmation** - “As I thought, people from those areas don’t have the best people skills”.
- **Halo / Horns** - “Bob is always so well dressed, I like that and it portrays his general professional attitude”.

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

- **Attribution** - “Francis just had bad luck with resolving that complaint. The time-frame was too short to resolve the housing issue and the guidance not clear enough”.
- **Conformity** - “Well, if you can’t beat them, then we might as well join them”.
- **Privilege** - “Chris attended the same university as me, he will be a very good candidate, they create the best recruits for this type of role”.
- **Benevolence** - “I think this is too much of a risk for Tony to be on this project given his caring responsibilities. The lead can be really difficult and it will require a lot of out of hours working”.

In the service _____
of Scotland

6. Inclusive Leadership and Culture Pre-Work

Before attending the session please review this briefing document – it should take about 10 minutes.

The contents of this pack include:

5. What we are doing that supports inclusion
6. D&I Dashboard

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

7. Diversity Wheel

8. Types of bias

After reviewing please reflect on the following:

- What do you want to know more about from what we are already doing in our organisation?
- What would you share with others using the P, C, O from the diversity wheel?
- What types of bias do you see or experience in our organisation?

What we are doing that supports Diversity and Inclusion

To support diversity and inclusion we have:

Our SG Vision - In the service of Scotland

We put the people we serve at the heart of everything we do.

We use digital thinking and approaches to strengthen our work and provide a better service for everyone. We are driven by our values, always searching for new ways to learn and improve.

Our SG Values

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

Integrity, Inclusion, Collaboration, Innovation, Kindness

Equality Outcomes

3. The Scottish Government's workforce increases in diversity to reflect the general Scottish population by 2025
4. By 2025, workforce culture will be more inclusive with employees from all backgrounds and characteristics and experiences reporting they feel increasingly valued

Our National Performance Framework - [National Performance Framework](#)

Reducing inequalities and enabling economic, environmental and social progress is at its heart and guides our approach to inclusive, user centred public policy and services.

We also have:

- [Delivering Diversity](#)
- [Fairness at work policy](#)
- [Diversity Objectives](#)
- [Equality Outcomes Mainstreaming Report 2021](#)
- [Recruitment and Retention Plan for Disabled People 2019](#)
- [Wellbeing and staff support – Disability and you](#)
- [Race Recruitment and Retention Action Plan](#)

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

- [Race equality: immediate priorities plan - gov.scot](#)
[\(www.gov.scot\)](#)
- [Staff Networks Overview](#)
- [Trans Equality and Inclusion Policy](#)
- [Diversity and Inclusion Curriculum](#) - (choose Diversity and Inclusion Tab)

Diversity and Inclusion Data

Outcome 1: Our workforce increases in diversity to reflect the general Scottish population by 2025. We use eHR diversity data (as at end June 2021) that we have collected as one way to help measure our progress in relation to this outcome.

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

Area	SG Core (%)	Scottish Population (%)	Variation	Up or down indicator	Colour-code Status
Minority Ethnic	3.2	5.8	- 2.6	↓	
Disabled	13.2	20.7	- 7.5	↓	
LGBO	7.0	3.5	+ 3.5	↑	
Sex (female)	55.5	50.8	+ 4.7	↑	
Age (16 – 29)	17.5	26.9	- 9.4	↓	
Age (60+)	6.2	11.4	- 5.2	↓	

Percentages above exclude those who have not made a declaration of their disability status, ethnic group or sexual orientation on eHR. A full breakdown of the data we collect, our current percentages in relation to Outcome 1, and where our comparator data comes from can be found in our [Diversity Packs](#), which are updated quarterly.

Outcome 2: Foster an inclusive workforce culture and value the contribution of employees from all backgrounds.

We use our annual People Survey results as one way to help measure our progress in relation to this outcome.

The bullying and harassment and discrimination scores represent the percentage of respondents reporting having

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

experienced bullying and harassment or discrimination. As such, a decrease in these scores is a favourable outcome.

Latest Position - People Survey 2021	Variation from 2020	Up or down indicator	Colour- code Status
Inclusion and Fair Treatment = 86% (positive)	+ 0.7	↑	
Bullying and Harassment = 7%	0	↔	
Discrimination = 6%	0	↔	

Key Performance Indicators

From our data, we identify the KPIs that focus our attention in driving workplace equality in the areas most needed and towards our overall equality outcomes.

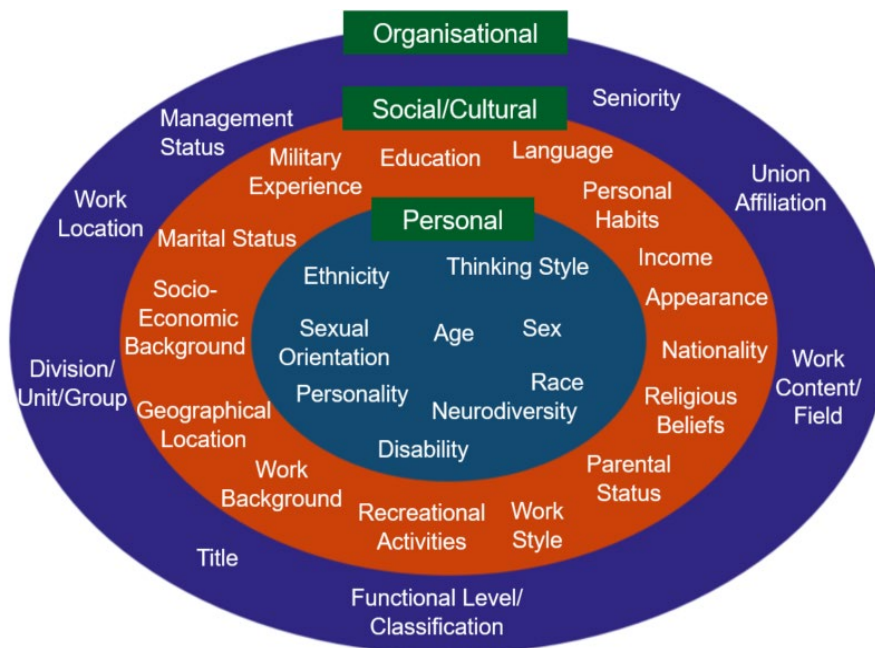
Percentages in the table below exclude those who have not made a declaration of their disability status, ethnic group or sexual orientation on eHR. A full breakdown of the data we collect, our current percentages in relation to Outcome 1, and where our comparator data comes from can be found in our [Diversity Packs](#), which are updated quarterly.

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

KPI	Latest Position (%)	Variation	Up or down indicator	Colour-code Status
4% of new entrants into the SCS to be minority ethnic people (2017 - 2020). Rising to 6% by 2025.	4	N/A	↔	Green
51% of SCS are women.	45	- 6	↓	Red
7% of new entrants into the SCS to be disabled people (2017 - 2020). Rising to 13% by 2025.	3	- 4	↓	Red
25% of successful candidates from external recruitment will be disabled people by 2025.	14.2	- 10.8	↓	Red

The Diversity Wheel

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.



This wheel is derived from Marilyn Loden and Judy Rosener's (1990) framework for thinking about the different dimensions of diversity within individuals and institutions

The centre of the wheel, Personal, illustrates what could be described as the primary dimensions of diversity. Someone's ethnic origin, sexual orientation, age, sex, religion or belief and disability.

Socially and culturally we are also then influenced by environmental, social and cultural factors and experiences, learnings from our family, friendships, community, nationality, belief system.

Within organisations we are influenced by the group or area in which we work, the structures or processes that we operate within and perhaps that includes systemic barriers and bias.

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

Some can change over time. For example, everyone gets older, yet we may be treated differently at different stages in our life because of age. Other aspects cannot be changed. For example, we cannot change our ethnic origin.

Types of Bias

- **Affinity** - We have a natural affinity towards people who share similar characteristics (ethnicity, gender, social, education, physical appearance)
- **Stereotyping** - Ascribing particular positive or negative attributes to all members of a group
- **Confirmation** - We see and hear what we expect to see and hear. Once we have made up our mind about a person, we look for facts to confirm this belief, and ignore evidence to contradict it
- **Halo / Horns** - One characteristic influences the whole assessment. We extend the liking or disliking in one category into other areas of assessment
- **Attribution** - People similar to us have their successes attributed to them and their failures attributed to the situation. Those less like us are likely to have their successes attributed to the situation and their failures attributed to them

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

- **Conformity** - Path of least resistance, peer pressure and conforming to the norm – going along with it all – can influence groupthink
- **Privilege** - When we have a bias towards what we perceive to be a better start (education, socially, economically, health)
- **Benevolence** - Often seen to look after a person and not to expose them to too much of a challenge – often to protect groups we see as weaker, but may limit their career progression

Bias – how it shows up

- **Affinity** – “I like Robin: I see a bit of myself in him. We connect easily. We have lots in common and I prefer working with him”.
- **Stereotyping** - “I’m not sure Farah will have the confidence in front of managers, Asian women tend to be culturally less forward”.
- **Confirmation** - “As I thought, people from those areas don’t have the best people skills”.
- **Halo / Horns** - “Bob is always so well dressed, I like that and it portrays his general professional attitude”.

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

- **Attribution** - “Francis just had bad luck with resolving that complaint. The time-frame was too short to resolve the housing issue and the guidance not clear enough”.
- **Conformity** - “Well, if you can’t beat them, then we might as well join them”.
- **Privilege** - “Chris attended the same university as me, he will be a very good candidate, they create the best recruits for this type of role”.
- **Benevolence** - “I think this is too much of a risk for Tony to be on this project given his caring responsibilities. The lead can be really difficult and it will require a lot of out of hours working”.

**In the service _____
of Scotland**

7. Championing Inclusive Cultures Pre-Work

The Championing Inclusive Culture session is part of the Diversity and Inclusion programme.

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

The pre-work looks at:

1. What we are currently doing that supports inclusion
2. The D&I Dashboard
3. The recently developed core narrative on inclusion as well as a summary of key roles and accountabilities in relation to inclusive cultures
4. Unconscious Bias activity (20 minutes)

Please complete before attending the Championing Inclusive Cultures event.

What we are doing that supports Diversity and Inclusion

To support diversity and inclusion we have:

Our SG Vision - In the service of Scotland

We put the people we serve at the heart of everything we do.

We use digital thinking and approaches to strengthen our work

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

and provide a better service for everyone. We are driven by our values, always searching for new ways to learn and improve.

Our SG Values

Integrity, Inclusion, Collaboration, Innovation, Kindness

Equality Outcomes

5. The Scottish Government's workforce increases in diversity to reflect the general Scottish population by 2025
6. By 2025, workforce culture will be more inclusive with employees from all backgrounds and characteristics and experiences reporting they feel increasingly valued

We also have:

- [Delivering Diversity](#)
- [Fairness at work policy](#)
- [Diversity Objectives](#)
- [Equality Outcomes Mainstreaming Report 2021](#)

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

- [Recruitment and Retention Plan for Disabled People 2019](#)
- [Wellbeing and staff support – Disability and you](#)
- [Race Recruitment and Retention Action Plan](#)
- [Race equality: immediate priorities plan - gov.scot](#)
(www.gov.scot)
- [Staff Networks Overview](#)
- [Trans Equality and Inclusion Policy](#)
- [Diversity and Inclusion Curriculum](#) - (choose Diversity and Inclusion Tab)

Diversity and Inclusion Data

Outcome 1: Our workforce increases in diversity to reflect the general Scottish population by 2025. We use eHR diversity data (as at end June 2021) that we have collected as

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

one way to help measure our progress in relation to this outcome.

Area	SG Core (%)	Scottish Population (%)	Variation	Up or down indicator	Colour-code Status
Minority Ethnic	3.2	5.8	- 2.6	↓	
Disabled	13.2	20.7	- 7.5	↓	
LGBO	7.0	3.5	+ 3.5	↑	
Sex (female)	55.5	50.8	+ 4.7	↑	
Age (16 – 29)	17.5	26.9	- 9.4	↓	
Age (60+)	6.2	11.4	- 5.2	↓	

Percentages above exclude those who have not made a declaration of their disability status, ethnic group or sexual orientation on eHR. A full breakdown of the data we collect, our current percentages in relation to Outcome 1, and where our comparator data comes from can be found in our [Diversity Packs](#), which are updated quarterly.

Outcome 2: Foster an inclusive workforce culture and value the contribution of employees from all backgrounds.

We use our annual People Survey results as one way to help measure our progress in relation to this outcome.

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

The bullying and harassment and discrimination scores represent the percentage of respondents reporting having experienced bullying and harassment or discrimination. As such, a decrease in these scores is a favourable outcome.

Latest Position - People Survey 2021	Variation from 2020	Up or down indicator	Colour-code Status
Inclusion and Fair Treatment = 86% (positive)	+ 0.7	↑	
Bullying and Harassment = 7%	0	↔	
Discrimination = 6%	0	↔	

Key Performance Indicators

From our data, we identify the KPIs that focus our attention in driving workplace equality in the areas most needed and towards our overall equality outcomes.

Percentages in the table below exclude those who have not made a declaration of their disability status, ethnic group or sexual orientation on eHR. A full breakdown of the data we collect, our current percentages in relation to Outcome 1, and

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

where our comparator data comes from can be found in our [Diversity Packs](#), which are updated quarterly.

KPI	Latest Position (%)	Variation	Up or down indicator	Colour-code Status
4% of new entrants into the SCS to be minority ethnic people (2017 - 2020). Rising to 6% by 2025.	4	N/A	↔	
51% of SCS are women.	45	- 6	↓	
7% of new entrants into the SCS to be disabled people (2017 - 2020). Rising to 13% by 2025.	3	- 4	↓	
25% of successful candidates from external recruitment will be disabled people by 2025.	14.2	- 10.8	↓	

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

SG inclusion narrative

The - [National Performance Framework](#), with reducing inequalities and enabling economic, environmental and social progress at its heart, has guided our approach to inclusive, user centred public policy and services. It has guided our ambition to be a world-leading diverse employer where people can be themselves at work.

We are committed to building a workforce of people with a wide range of backgrounds, perspectives and experiences. We can only reap the value of our diversity with an inclusive environment, where people are valued for their individual uniqueness but also have a sense of belonging and a voice.

Inclusion is one of our core organisational values. Therefore, this journey - to be a world-leading diverse employer where people can be themselves at work - is something our workforce are collectively behind.

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

We are striving to become more representative of the public we serve – why?

1. It is the right thing to do – everyone should have a fair and equal opportunity to work in the service of Scotland and be a part of the structures and institutions that deliver for their communities
2. To deliver our best, most inclusive policies requires us to better reflect the make-up of Scottish society - supporting our internal and external vision to put people at the heart of what we do and be user and citizen centred, building more authentic relationships with a broader range of people
3. Diverse teams working effectively together deliver better results - we need our best talent to tackle the challenges Scotland faces and support Ministers to make good decisions for the people of Scotland
4. All of this fosters trust, and the more trust our workforce feels towards our organisation the more likely we all are to share our authentic selves – and thrive in our roles

As we have increasingly recognised and understood the value of diversity, attracting a wider range of talent and

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

perspective, we are building on this to become a more inclusive organisation – how?

- A. Organisation-wide understanding of where we are performing well and where we have risks and challenges, putting systematic action behind those – for example through our Recruitment and Retention Action Plans
- B. Taking time out to learn - understanding diversity and inclusion topics and how to take action
- C. Listening to diverse voices, with employee driven story telling of lived experience and improved measurement of the impact of corporate policies, practices and supported initiatives
- D. Working together to play our part, personally through our day to day behaviours, contributing to team and local improvement action and through participation in our staff diversity networks which provide rich and valuable spaces of peer support, promoting understanding and are central to how we are building a sense of belonging
- E. Role modelling that creates a sense of belonging and value people because of their diversity, challenging us to think about and do things differently

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

Our journey will raise issues, questions and experiences that will challenge us all. However, we are an organisation that stands by our values – showing each other how kindness and a respectful work environment go hand in hand, enabling the collaboration and unleashing the innovation that will realise our ambition.

Looking back on our journey should give us all confidence and motivation to look forward at what we can achieve through our collective and individual leadership.

Accountabilities

ET Allies

A key role focused on three key elements

- Enabling their network(s) to flourish
- Developing an inclusive culture
- Role modelling inclusive leadership

D&I Governance Group

- Providing proactive oversight and support for the implementation and embedding of the actions from the Race and Disabled People RRAPs and broader D&I agenda into the policies, procedures, culture and workings of the Scottish Government.

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

- Composed of: People Directorate, Director for Equalities, Inclusion and Human Rights, Council of Scottish Government Unions, Co-chairs of the Race Equality Network and Disabled Staff Network and Chair of the Mental Health Network, ET allies for Race and Disability networks and external advisers/members.

D&I Networks

A key enabler in helping Scottish Government be an open, fair and inclusive workplace in which we can all be ourselves and contribute fully.

D&I Network Champions

A key role involving:

- Role modelling inclusive behaviours
- Supporting and championing their diversity network and its development
- Advocating for network members amongst peers and ET to remove barriers and promote a workplace where they can flourish
- Supporting networks to design and take part in meaningful events and activities
- Nurturing talent within the network

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

The Championing Role for SCS

1) Raising visibility & awareness - Role modelling

inclusive behaviours – intervening where needed in an informed way

- Visible and supports colleagues to raise awareness and take part in discussions on inclusion
- Ensures discussions and decisions demonstrate our ambitions to be an open, inclusive organisation
- Creates spaces for colleagues to work together on mainstreaming inclusion into day to day business

2) Challenges self & others - Understands how biases & personal power have the potential to impact on others

- Takes time to understand and actively work to address barriers to inclusion at a local and organisational level
- Asks and challenges themselves and others - who is around this table? what evidence are we relying on? what

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

is the likely impact of decisions on people who share protected characteristics?

- Draws on relevant evidence, data, statistics and expertise and understands how to advocate on behalf of others

3) Builds capability & confidence - Continuously seeks opportunities to learn - promoting a culture of learning on inclusion

- Recognises and nurtures the contribution and talent of colleagues who share protected characteristics
- Develops and holds the leaders they manage to account on inclusive behaviour and practice

Bias – how it shows up

- **Affinity** – “I like Robin: I see a bit of myself in him. We connect easily. We have lots in common and I prefer working with him”.
- **Stereotyping** - “I’m not sure Farah will have the confidence in front of managers, Asian women tend to be culturally less forward”.
- **Confirmation** - “As I thought, people from those areas don’t have the best people skills”.

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

- **Halo / Horns** - “Bob is always so well dressed, I like that and it portrays his general professional attitude”.
- **Attribution** - “Francis just had bad luck with resolving that complaint. The time-frame was too short to resolve the housing issue and the guidance not clear enough”.
- **Conformity** - “Well, if you can’t beat them, then we might as well join them”.
- **Privilege** - “Chris attended the same university as me, he will be a very good candidate, they create the best recruits for this type of role”.
- **Benevolence** - “I think this is too much of a risk for Tony to be on this project given his caring responsibilities. The lead can be really difficult and it will require a lot of out of hours working”.

Inclusive Culture, Inclusive Leadership & Culture and Championing Inclusive Culture learning solutions

Stonewall WEI 2023 – 2.2 – EVIDENCE – Inclusive Recruitment Information. Resources appeared on our Intranet which is accessible to all staff in SG core and agencies – circa 16,000 staff across all SG UK locations and Pathways. This learning platform (Pathways) is accessible to all SG staff.

Inclusive Culture

Welcome

In the service
of Scotland

- Microphones on mute when not talking
- If possible please keep your cameras on throughout as we like to see you
- Use the 'chat' window to communicate technical issues
- Use the 'raise hand' function to interact with us
- Please don't try and multi-task
- If you would like captions on, these can be found under the '...' at the top of the screen and scroll down to 'turn on live captions' function
- Enjoy the session!

All Slides for Inclusive Culture, Inclusive Leadership & Culture and Championing Inclusive Culture learning solutions. Double click on above slide to cycle through content.

SCOTTISH GOVERNMENT PRE-EMPLOYMENT SECURITY AND ELIGIBILITY CHECKS: GUIDE FOR TRANS CANDIDATES

In Scottish Government, our vision is to be a world-leading, diverse employer where people can be themselves at work.

We are committed to building a workforce of people with a wide range of backgrounds, perspectives and experiences. We can only reap the value of our diversity with an inclusive environment, where people are valued for their individual uniqueness but also have a sense of belonging and a voice. That means a workforce that includes people of different age groups, socio-economic backgrounds, faith and beliefs. People who are trans, disabled, from minority ethnic backgrounds. People who identify as lesbian, gay or bisexual or another sexual orientation. A workforce that is representative of the people of Scotland.

The Scottish Government will not disclose if anyone is trans, or that they have or are transitioning unless it obtains their written consent to do so.

All information entered into our pre-employment checking tool will only be accessed by the HR team responsible for carrying out the pre-employment checks for that purpose, and will not be disclosed to other people involved in the recruitment process without consent.

Any information provided will be covered by General Data Protection Regulations 2018 (GDPR) which addresses information or data stored on a computer or an organised paper filing system about living people. Trans identity, previous names, and gender reassignment fall under 'sensitive data' for the purposes of GDPR, despite this not being explicitly referred to under the legislation.

Your details

No issues are foreseen here - please submit your details as indicated.

Identity report

We understand that transgender people may have been on a lease with a previous name/gender/honorifics.

As part of this process, we will **not** contact anybody to confirm these addresses, such as former/current landlords or letting agencies.

If further documents are needed, you will be contacted by the Resourcing team. Examples of such documents include bank statements or utility bills, but at no point will it be necessary to provide a document which may include a previous name/gender/honorifics.

Disclosure

Disclosure Scotland provides a dedicated pathway for transgender people. This means you do not have to tell the person or organisation asking you for a disclosure what your previous gender was. You only have to tell Disclosure Scotland.

Information on the process can be found at: [Information for transgender disclosure applicants - mygov.scot](https://www.mygov.scot/information-for-transgender-disclosure-applicants)

If you require a new Disclosure Scotland certificate, please follow the above process and email your certificate to recruitment@gov.scot. If you follow this process, you do not need to complete a new application via the Amiquus tool. Other candidates who already have a valid certificate can also email in directly, so this process will not disclose that a candidate is transgender.

Photo ID verification

Your image and information are securely encrypted and uploaded for analysis by Onfido. More information regarding this can be found at the link provided within the Amiquus tool.

Employment history

Previous employers will not be contacted unless we are given your specific consent. If we believe that a previous employer may need to be contacted, we will always speak with you first.

Bank Account and Tax (PAYE) Details

No issues are foreseen here - please submit your details as indicated.

Qualifications, Academic History and Overseas Movements

We understand that academic institutions' policies may be to record the name on a birth certificate/original historical information from the beginning of a studentship rather than current ID, and so diplomas will carry a different name than the 'required' name declared in the section.

Academic institutions will not be contacted and we will always speak to you first if it is necessary to upload evidence of a qualification. In the case of requiring evidence of a qualification, you may wish to speak to the academic institution to provide evidence of this qualification with details matching those given in the 'Your details' section.

Right to work – Identity

If you need to prove Right to Work in the UK, we will need you to provide right to work evidence as deemed acceptable by UKVI. Please view the [Home Office Right to work checklist - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/home-office-right-to-work-checklist) for further information.

Social Security Scotland statistics

Social Security Scotland feedback statistics to 31 March 2022

Key Figures

From 4 September 2018 to 31 March 2022, Social Security Scotland received 895 complaints, 240 compliments and 105 suggestions.

In 2021/22:

- 400 Stage 1 complaints were received.
- 65 Stage 2 complaints were received.
- 45 compliments were received.
- 25 suggestions were received.

Frequency of publications

The next bi-annual publication will cover up to the end of September 2022 and will be released in December 2022.

Under the Code of Practice for Official Statistics¹ we publish a timetable of statistical releases for the twelve months ahead².

¹ The Code of Practice is found online at: <https://code.statisticsauthority.gov.uk/>

² The forthcoming publication timetable is available at: <https://www.gov.scot/publications/official-statistics-forthcoming-publications/>

Introduction

This report covers feedback (complaints, compliments, and suggestions) received by Social Security Scotland since it was introduced on 4 September 2018, until 31 March 2022. It includes statistics for specific benefits as well as feedback that was not benefit specific.

The benefits included within the time period covered by the report are: Carer's Allowance Supplement, Best Start Grant and Best Start Foods, Funeral Support Payment, Young Carer Grant, Job Start Payment, Child Winter Heating Assistance, Scottish Child Payment, Child Disability Payment and Adult Disability Payment.

All tables and charts relating to this publication can be found at:

<https://www.socialsecurity.gov.scot/about/statistics/social-security-scotland-statistics-publications>

These statistics are being published as experimental statistics. Experimental statistics are defined in the Code of Practice for Statistics as "*new official statistics undergoing evaluation. They are published in order to involve users and stakeholders in their development and as a means to build in quality at an early Stage.*" These statistics have not yet been assessed by the UK Statistics Authority. They have not been designated as National Statistics³.

³ For more information on experimental statistics please see:

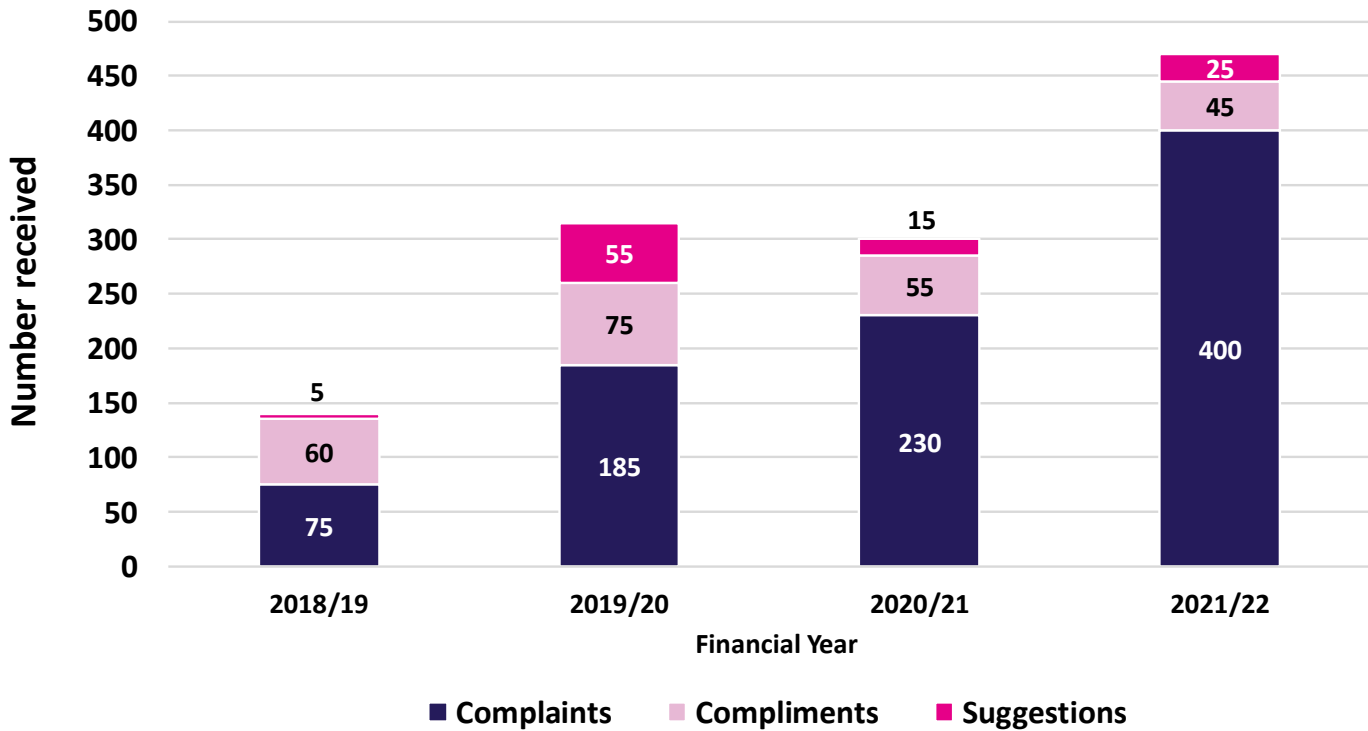
<https://www.statisticsauthority.gov.uk/publication/experimental-statistics-official-statistics-in-development/>

Contents

Introduction	2
Main findings	4
Complaints	5
Compliments	17
Suggestions	19
Background to Feedback	20
Stage 1 and Stage 2 complaints	20
Complaint reasons	22
Complaint outcomes	23
Compliments and suggestions	23
About the data	24
How the data is collected	24
Quality assurance	24
Data Quality	25
Comparisons with DWP complaints statistics	27
Related Social Security Scotland publications	27

Main findings

Chart 1: Feedback by financial year



Complaints includes all Stage 1 complaints, plus complaints received at Stage 2. Figures for individual years may not sum to all time figures in other tables/charts due to rounding.

In total 895 complaints, 240 compliments and 105 suggestions were received by 31 March 2022. The most common type of feedback received in all years has been complaints **[Chart 1]**.

The overall amount of feedback received increased in 2021/22 compared to 2020/21. The proportion of complaints increased, while the proportion of compliments decreased and the proportion of suggestions remained the same.

The year 2021/22 was the first full financial year following the launch of Scottish Child Payment. This year also included the launch of Child Disability Payment, and the pilot for Adult Disability Payment went live at the end of 2021/22.

Complaints

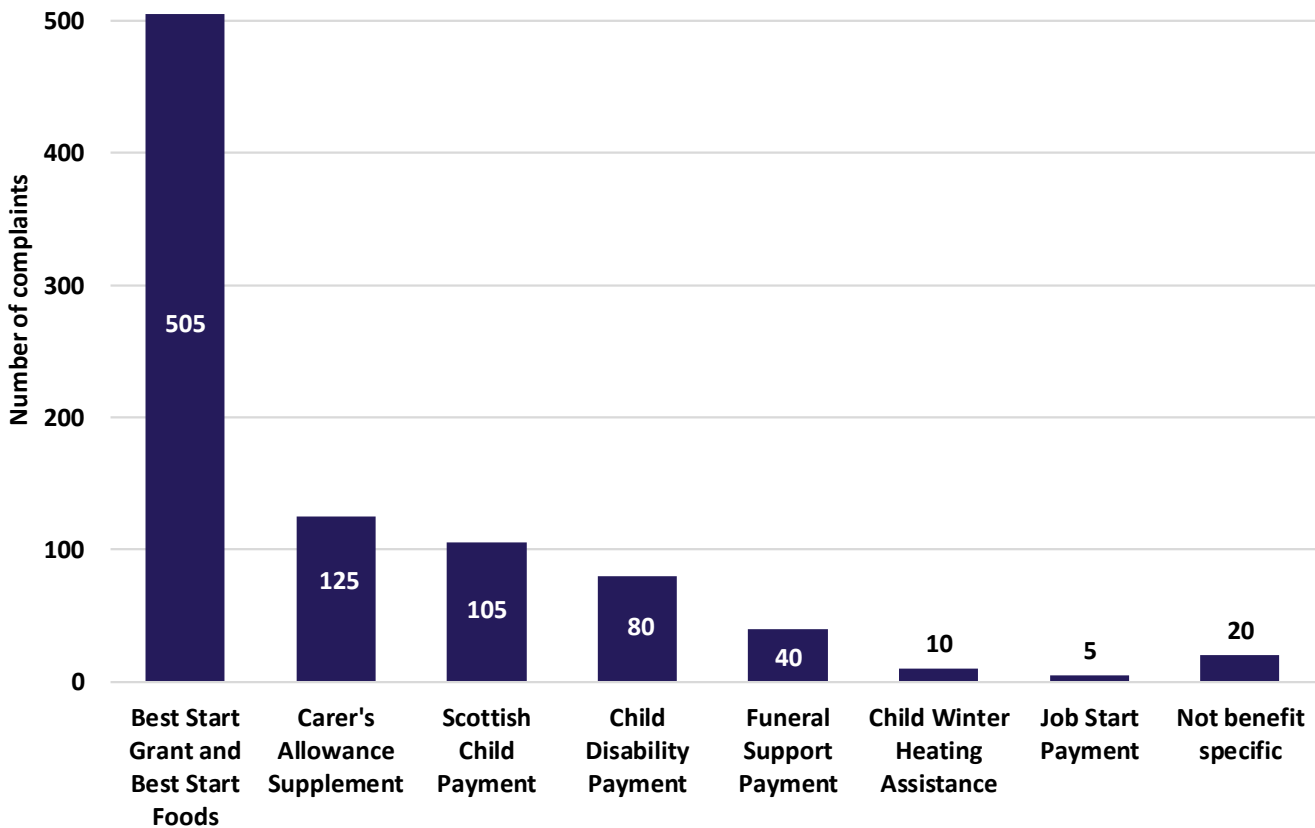
Complaints received since September 2018

In total 895 complaints were received by 31 March 2022 [Table 1, Chart 2], including:

- 505 for Best Start Grant or Best Start Foods
- 125 for Carer’s Allowance Supplement
- 105 for Scottish Child Payment
- 80 for Child Disability Payment
- 40 for Funeral Support Payment
- 10 for Child Winter Heating Assistance
- five for Job Start Payment
- 20 that were not benefit specific

There were a small number of complaints for Young Carer Grant received by 31 March 2022, which are not reported due to disclosure control. There were no complaints received for Adult Disability Payment following the pilot launch shortly before the end of the reporting period covered in this release. The [background section](#) gives the launch dates for each benefit.

Chart 2: Total complaints received by benefit to 31 March 2022



Complaint numbers remain low compared to the number of people receiving payments or making applications. For example, while Social Security Scotland has received 505 complaints about Best Start Grant or Best Start Foods, there have been 350,345 applications received since 2018. While there have been 105 complaints about Scottish Child Payment, there have been 157,755 applications since November 2020. The [background section](#) gives a full list of benefit launches since 2018 with application or payment numbers and sources.

Complaints can come from people that did not make an application for a benefit, or did not receive Carer's Allowance Supplement (for which there is no application process) - therefore it is not possible to calculate a rate of complaints per applications or payments.

Complaints received in 2021/22

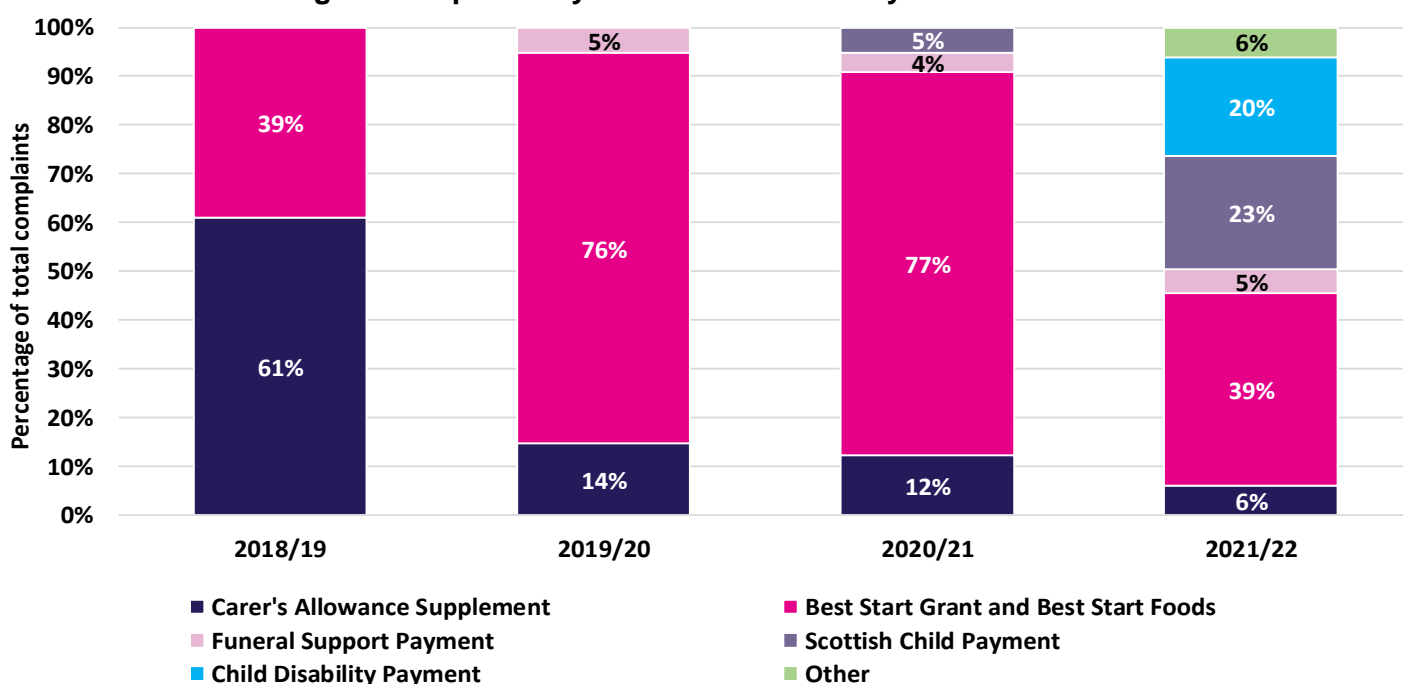
Social Security Scotland received 400 complaints during 2021/22 [Table 1].

Of all complaints received in 2021/22:

- Best Start Grant and Best Start Foods accounted for 39%.
- Scottish Child Payment accounted for 23%. Scottish Child Payment opened for applications in November 2020, and launched nationally in February 2021.
- Child Disability Payment accounted for 20%. Child Disability Payment pilot launched in July 2021, followed by national launch in November 2021.

The [background section](#) gives the launch dates for each benefit.

Chart 3: Percentage of complaints by benefit and financial year

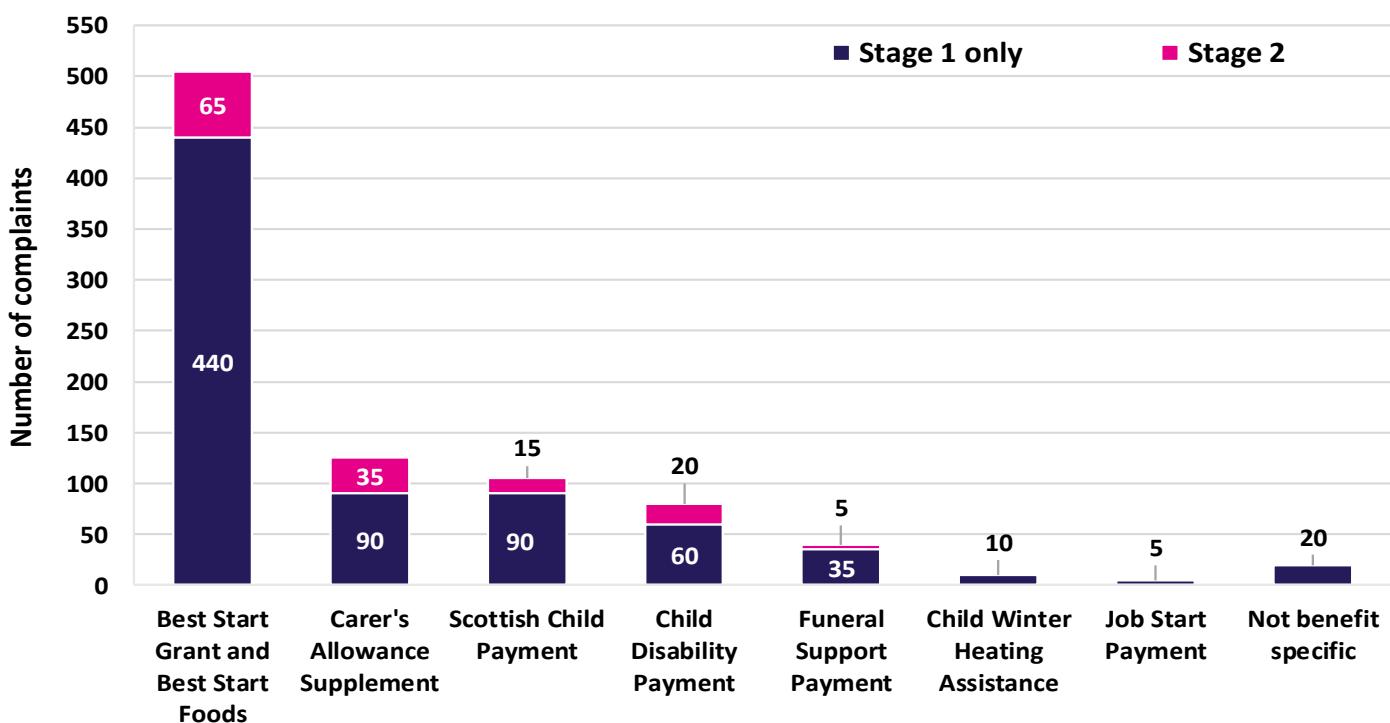


'Other' includes Child Winter Heating Assistance, Job Start Payment, Young Carer Grant and not benefit specific complaints.

Complaints reaching Stage 2

- Overall for all complaints since 2018, 16% have reached Stage 2 [Table 1]. This means either progressing from Stage 1 to Stage 2, or being received at Stage 2. The [background section](#) explains the difference between Stage 1 and Stage 2 complaints.
- In 2021/22, 16% of complaints reached Stage 2, which was lower than the previous year when 18% of complaints reached Stage 2 [Table 1].
- Overall since September 2018, 28% of Carer’s Allowance Supplement complaints have reached Stage 2, while only 13% of Best Start Grant or Best Start Foods complaints and 13% of Scottish Child Payment complaints have reached Stage 2 [Table 1]. This difference may be due to clients using complaints in different ways for the benefits. While Best Start Grant and Scottish Child Payment have a re-determinations and appeals process, for Carer’s Allowance Supplement there is no statutory right to appeal. This could lead clients to make complaints about Carer’s Allowance Supplement as a way of having their cases looked at again.
- Of all Child Disability Payment complaints received, 27% have reached Stage 2 [Table 1]. This may relate to Child Disability Payment being a more complex benefit in terms of both processing and decision making. This may also relate to Child Disability Payment including case transfers, as clients move from Disability Living Allowance with the Department for Work and Pensions, to Child Disability Payment with Social Security Scotland.
- No cases have been referred to Scottish Public Services Ombudsman (SPSO) [Table 1].

Chart 4: Complaints by benefit and stage to 30 September 2021

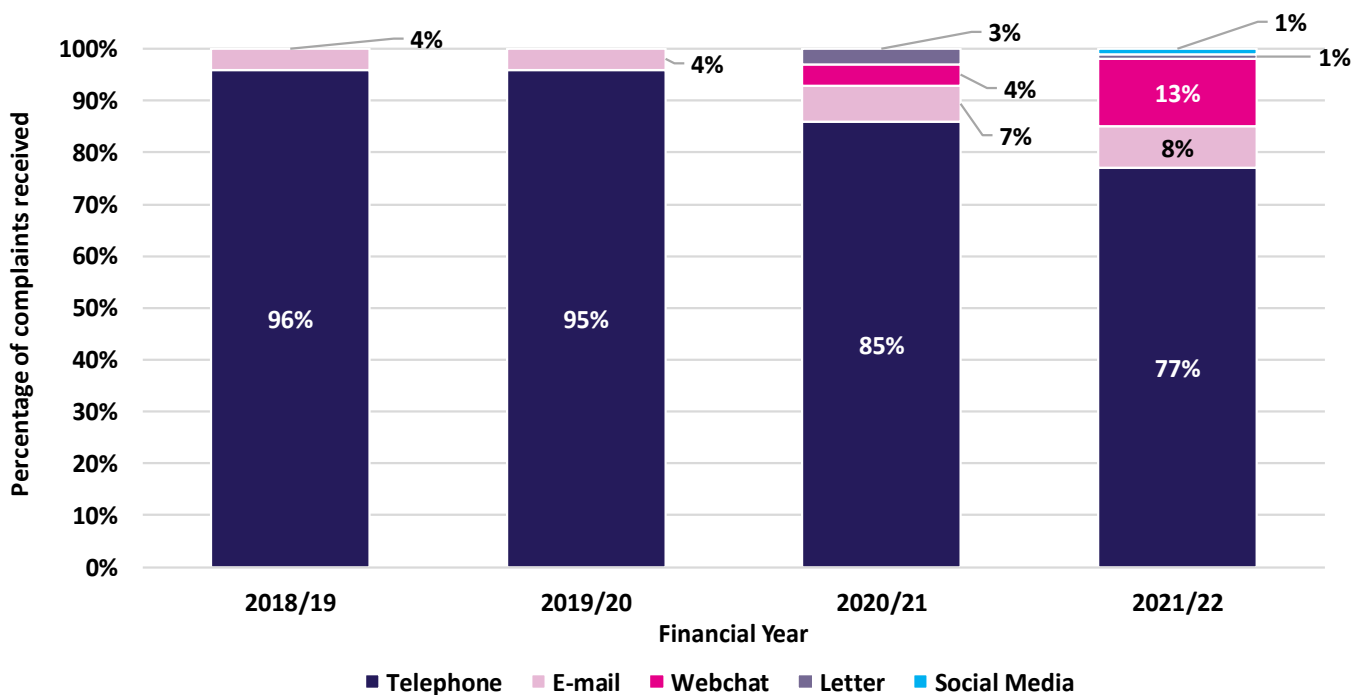


*Stage 2 figures include a small number of complaints that went straight to Stage 2, as well as complaints progressing from Stage 1 to Stage 2. Figures may not sum to those in Table 1 due to rounding. Complaint numbers for Young Carer Grant are too small to display.

Complaints channels

- In 2021/22, telephone remained the most common channel for complaints, although the percentage of complaints received this way decreased from 85% in 2020/21 to 77% in 2021/22 [Table 2, Chart 4].
- The proportion of complaints received by webchat increased from 4% in 2020/21 to 13% in 2021/22 [Table 2, Chart 4]. Webchat was introduced as a communication channel from 1 May 2020 and added to the feedback recording system in February 2021.
- A small number of complaints were recorded via social media for the first time in 2021/22 [Table 2, Chart 4]. Social media was added to the feedback recording system from April 2021, and includes complaints received through telephone, email, letter or webchat that were originally signposted via social media – the [background section](#) gives further details on this channel.

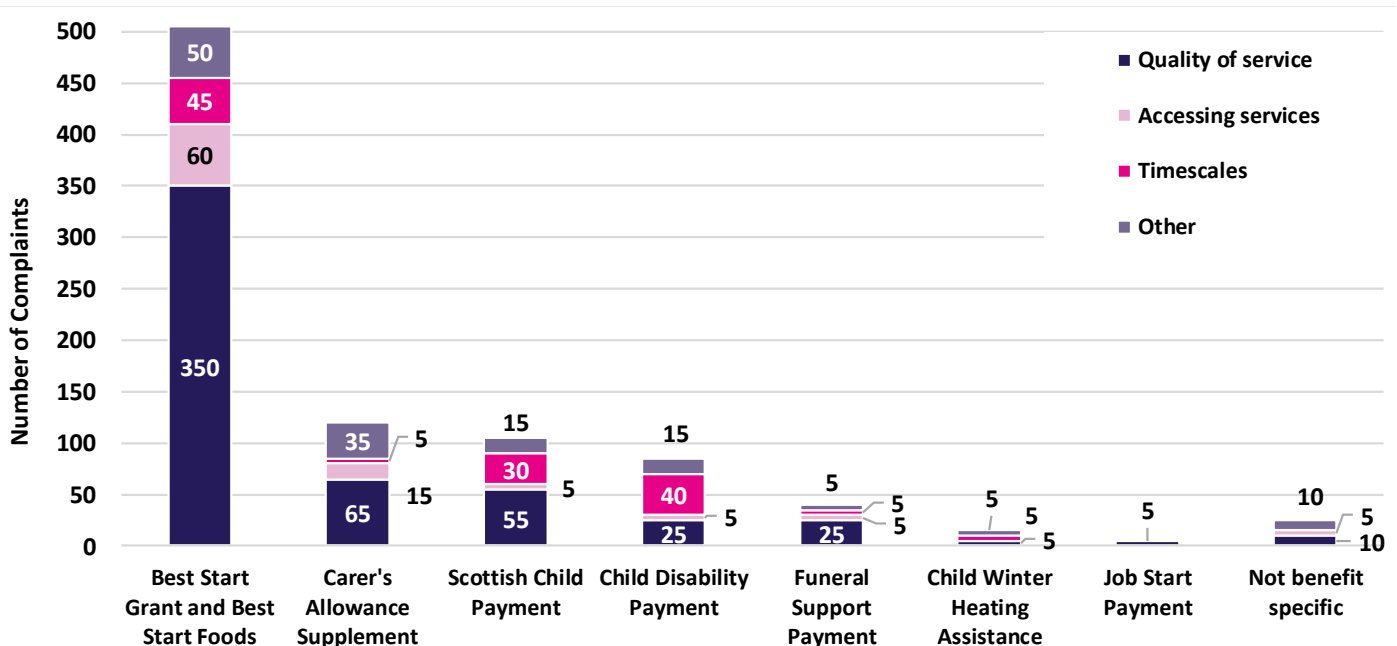
Chart 5: Complaints by channel to 31 March 2022



Reasons for complaints

- Overall, 59% of complaints have been about 'Quality of service', followed by 15% of complaints about 'Timescales' and 11% about 'Accessing services' [Table 3, Chart 5]. More information about complaint reasons is found in the [background section](#).
- For Best Start Grant and Best Start Foods, Carer's Allowance Supplement, Scottish Child Payment and Funeral Support Payment, the most common reason for complaints was 'Quality of service'. For Child Disability Payment, the most common reason for complaints was 'Timescales' with 49%, which is relatively high compared to other benefits [Table 3, Chart 5].
- Overall, the proportion of complaints relating to 'Quality of service' decreased from 72% in 2020/21 to 45% in 2021/22. The proportion of complaints relating to 'Timescales' increased from 3% in 2020/21 to 30% in 2021/22 [Table 1, Table 3].

Chart 6: Complaint reasons by benefit to 31 March 2022



Complaint numbers for Young Carer Grant are too small to display. 'Other' includes 'Policy & Procedures', 'Disagreement with a Decision', 'Treatment by Member of Staff', and 'Information Provided'. Totals may not sum due to rounding.

Complaints processing times

- By 31 March 2022, 880 Stage 1 and 130 Stage 2 complaints had been closed, leaving five outstanding Stage 1 complaints and 15 outstanding Stage 2 complaints at the end of the reporting period **[Table 4]**.
- Overall since September 2018, the median processing time has been three working days for Stage 1 complaints, and 18 days for Stage 2 complaints. In total, 92% of Stage 1 complaints were closed within the initial five working day timescale, and 94% of Stage 2 complaints closed within the initial 20 working day timescale **[Table 4]**. An extension of five working days can be added to these initial timescales by Social Security Scotland if it will benefit the client. More information can be found in the [background section](#).
- For Stage 1 complaints, the median average processing time decreased from four working days in 2020/21 to three working days in 2021/22 **[Table 4]**.
- The proportion of Stage 1 complaints closed within the initial five working day timescale decreased slightly from 89% in 2020/21 to 88% in 2021/22. The proportion closed within an agreed extended timescale decreased from 100% in 2020/21 to 98% in 2021/22 **[Table 4]**.
- For Stage 2 complaints, the median average processing time also decreased, from 19 working days in 2020/21 to 17.5 working days in 2021/22 **[Table 4]**.
- The proportion of Stage 2 complaints closed within the initial 20 working day timescale increased from 88% in 2020/21 to 94% in 2021/22. A small number were not closed within the extended timescale, but this number is not reported due to disclosure control **[Table 4]**.

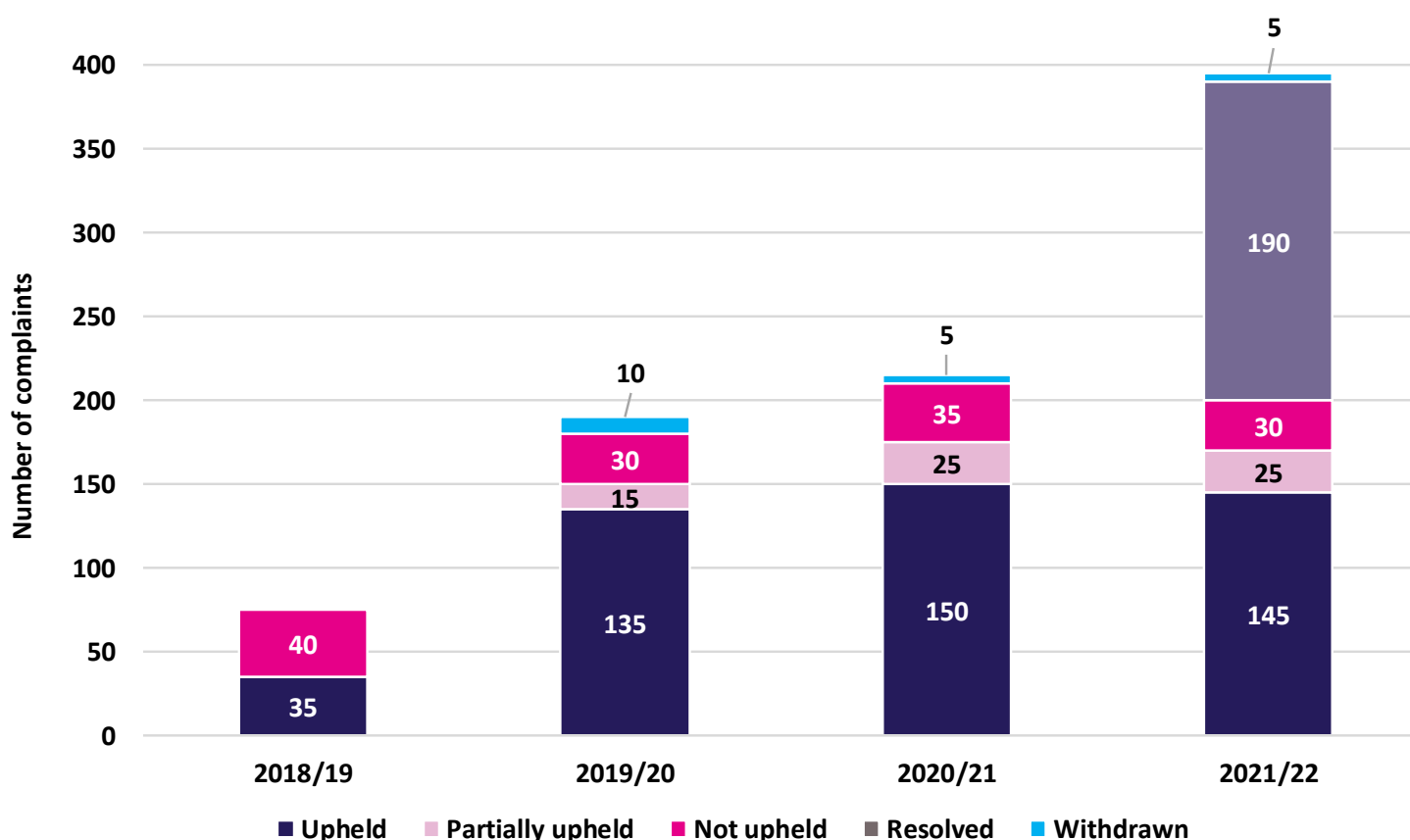
Complaint outcomes

Stage 1 complaint outcomes by year

Complaint outcomes are counted separately for Stage 1 and 2 – a complaint that progressed from Stage 1 to Stage 2 will have two outcomes. In total since September 2018, for Stage 1 complaints:

- 465 were upheld
- 190 were resolved
- 135 were not upheld
- 65 were partially upheld
- 25 were withdrawn

Chart 7(i): Stage 1 complaints by outcome and financial year



Outcomes for Stage 1 and Stage 2 are counted separately, therefore the number of outcomes exceeds the number of complaints received. A small number of complaints were outstanding at 31 March 2022 and are not included. Figures may not sum due to rounding.

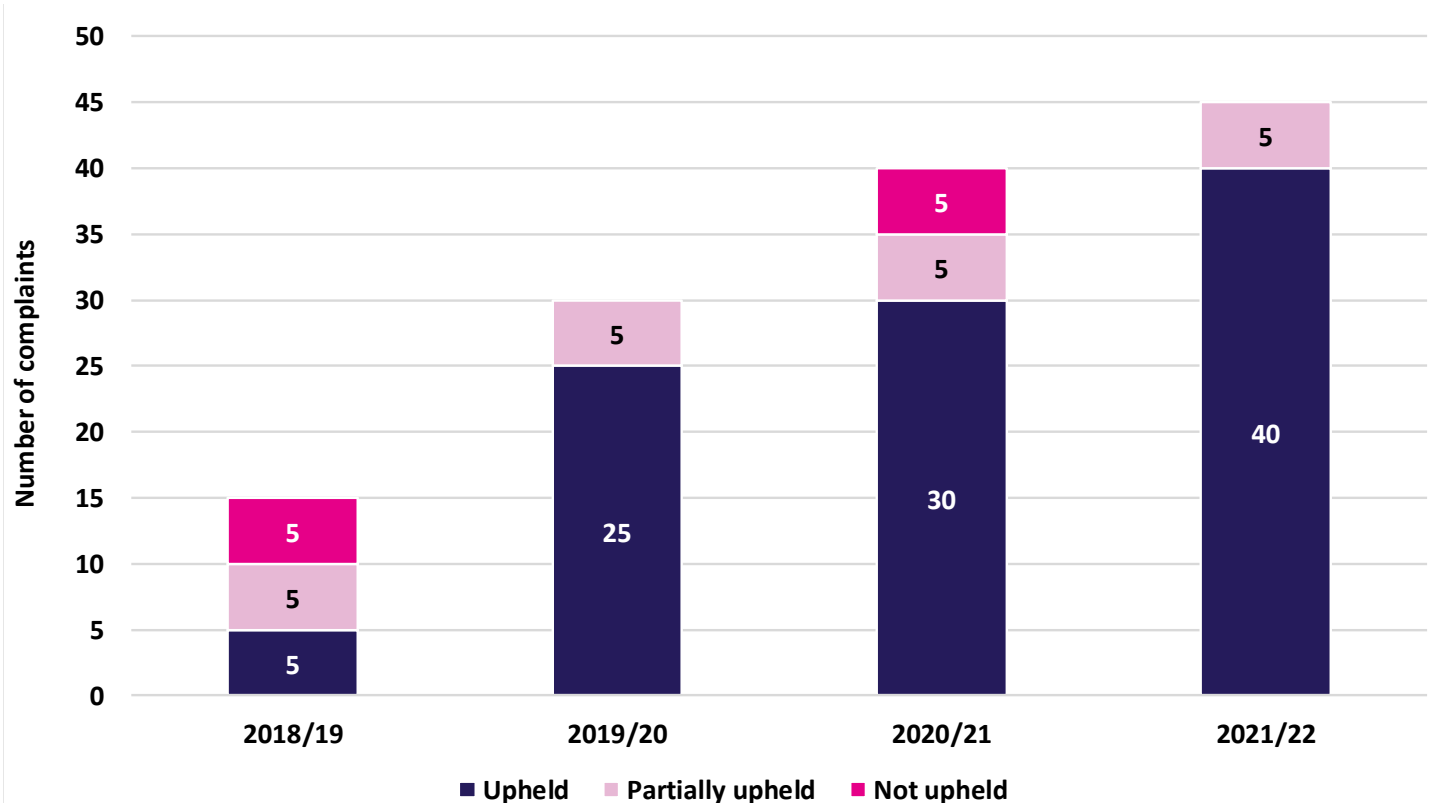
The outcome 'resolved' was introduced from 12 April 2021. In 2021/22, 48% of Stage 1 complaints had this outcome, and the proportion of Stage 1 complaints that were upheld (37%), partially upheld (6%) or not upheld (8%) all decreased as a result of this change in reporting options compared to the previous reporting year [Table 5, Chart 7(i)].

Stage 2 complaint outcomes by year

In total since September 2018, for Stage 2 complaints:

- 95 complaints were upheld
- 20 were partially upheld
- 10 were not upheld
- five were withdrawn [Table 5]

Chart 7(ii): Stage 2 complaints outcomes by financial year



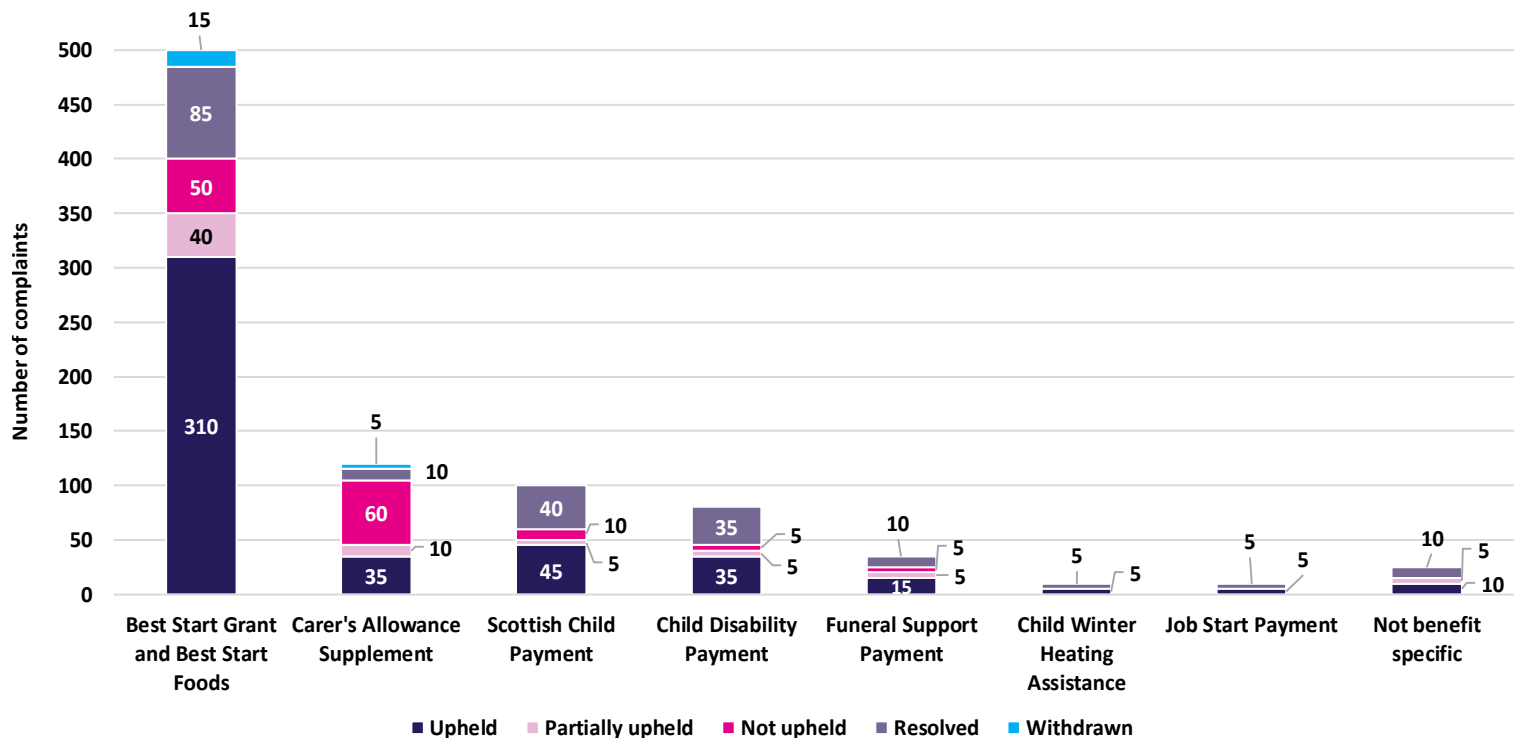
Outcomes for Stage 1 and Stage 2 are counted separately, therefore the number of outcomes exceeds the number of complaints received. A small number of complaints were outstanding at 31 March 2022 and are not included. Figures may not sum due to rounding.

In 2021/22, 75% of Stage 2 complaints had the outcome of upheld with a further 14% being partially upheld. The proportion with the outcomes of not upheld, withdrawn and resolved are not reported due to disclosure control.

Stage 1 complaint outcomes by benefit to 31 March 2022

- Of Stage 1 complaints made for Best Start Grant and Best Start Foods, 62% have been upheld. For Carer's Allowance Supplement, 31% of Stage 1 complaints have been upheld. For each of Scottish Child Payment, Child Disability Payment and Funeral Support Payment, around 45% of Stage 1 complaints have been upheld. For complaints which were not benefit specific, 40% have been upheld [Table 5, Chart 8(i)].
- The highest proportion of Stage 1 complaints which were resolved was for Child Winter Heating Assistance at 55%. Scottish Child Payment and Child Disability Payment each have around 40% of Stage 1 complaints resolved, followed by Funeral Support Payment with 23%. For Best Start Grant and Best Start Foods, 17% of Stage 1 complaints have been resolved and for Carer's Allowance Supplement, 9% of Stage 1 complaints have been resolved. For Stage 1 complaints which were not benefit specific, 40% were resolved [Table 5, Chart 8(i)].

Chart 8(i): Stage 1 complaints by outcome and benefit to 31 March 2022

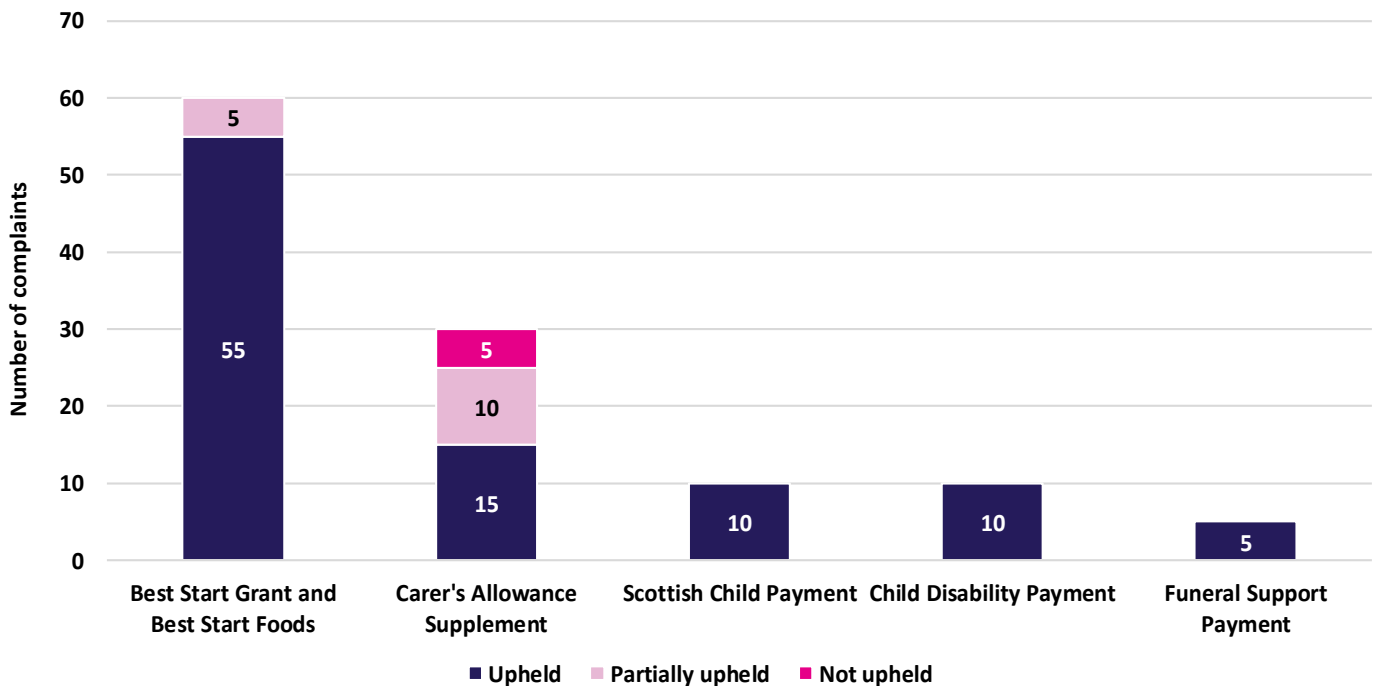


Outcomes for Stage 1 and Stage 2 are counted separately, therefore the number of outcomes exceeds the number of complaints received. A small number of complaints were outstanding at 31 March 2022 and are not included. Figures may not sum due to rounding.

Stage 2 complaint outcomes by benefit to 31 March 2022

- The majority of Stage 2 complaints have been upheld for all benefits overall, with 73% having this outcome. For Best Start Grant and Best Start Foods, 84% of Stage 2 complaints have been upheld, for Child Disability Payment 80% have been upheld and for Scottish Child Payment 75% have been upheld. For Carer’s Allowance Supplement, 48% have been upheld, while 33% were partially upheld and 18% were not upheld [Table 5, Chart 8(ii)].
- One of the reasons for less Carer’s Allowance Supplement complaints being upheld could be the different types of reasons that clients complain about this benefit – relatively more clients complained about ‘Policy & Procedures’ for Carer’s Allowance Supplement, and these complaints were relatively more likely to be not upheld. Similarly, relatively less clients complained about ‘Timescales’ for Carer’s Allowance Supplement, and these complaints were relatively more likely to be resolved [Table 3, Table 5].

Chart 8(ii): Stage 2 complaints by outcome and benefit to 31 March 2022



Outcomes for Stage 1 and Stage 2 are counted separately, therefore the number of outcomes exceeds the number of complaints received. A small number of complaints were outstanding at 31 March 2022 and are not included. Figures may not sum due to rounding.

Stage 1 complaint outcomes by complaint reason to 31 March 2022

- For Stage 1 complaints, the highest proportion which were upheld has been for those about 'Quality of service' with 62%, followed by 'Accessing services' with 50% upheld and 'Timescales' with 42% upheld [Table 5, Chart 9(i)].
- For Stage 1 complaints, the highest proportion which were not upheld has been for those about 'Policy & Procedures' with 50% [Table 5, Chart 9(i)].
- For Stage 1 complaints, the highest proportion which were resolved were for those about 'Information not provided' with 50% and 'Timescales' with 48% [Table 5, Chart 9(i)].

Chart 9(i): Stage 1 complaint outcomes by complaint reason to 31 March 2022

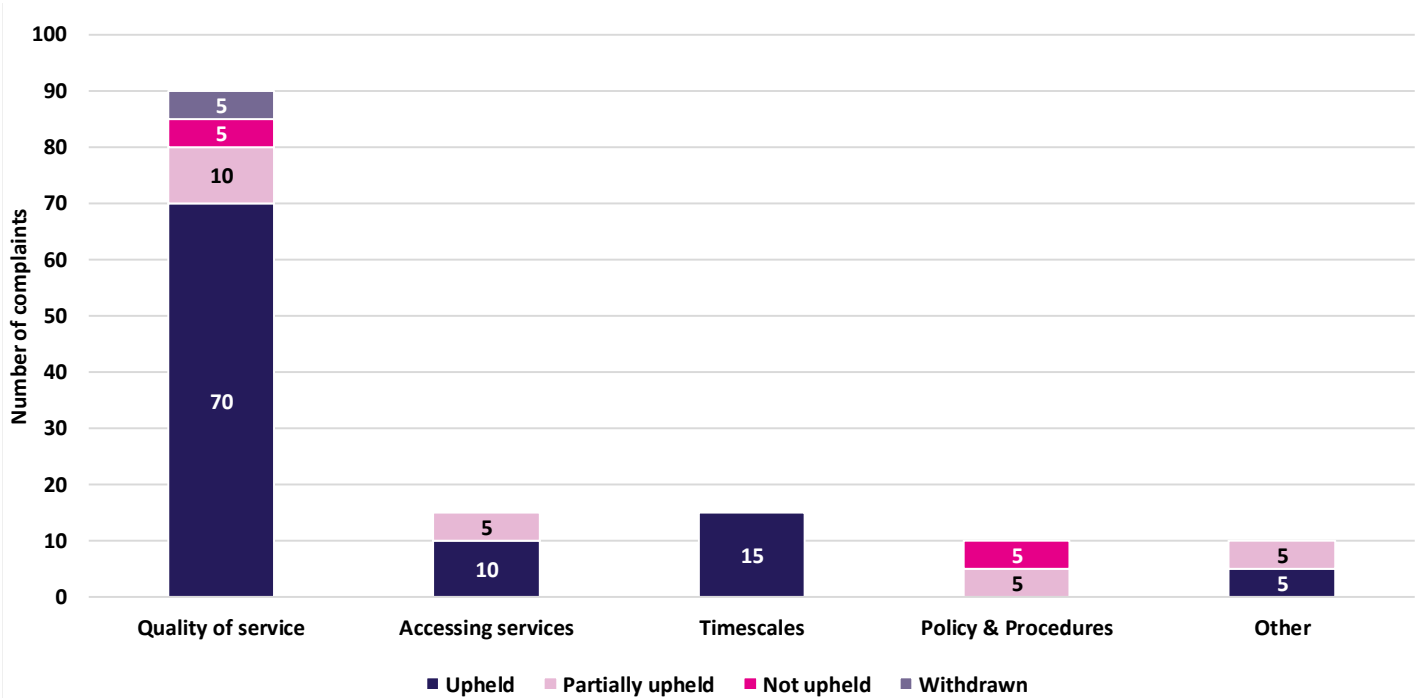


'Other' includes 'Disagreement with a Decision', 'Treatment by Member of Staff', and 'Information Provided'. Outcomes for Stage 1 and Stage 2 are counted separately, therefore the number of outcomes exceeds the number of complaints received. A small number of complaints were outstanding at 31 March 2022 and are not included. Figures may not sum due to rounding.

Stage 2 complaint outcomes by complaint reason to 31 March 2022

- For Stage 2 complaints about 'Quality of service', 81% have been upheld, while 69% of those about 'Accessing services' have been upheld [Table 5, Chart 9(ii)].

Chart 9(ii) Stage 2 complaint outcomes by complaint reason



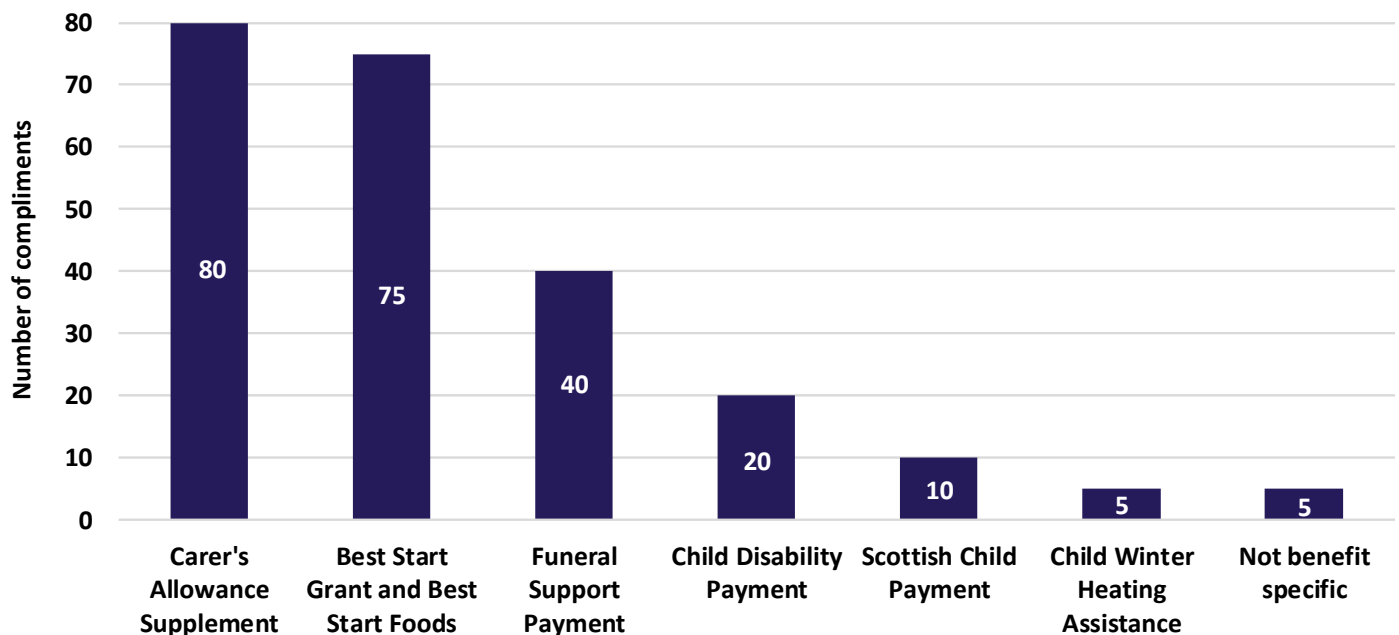
'Other' includes 'Disagreement with a Decision', 'Treatment by Member of Staff', and 'Information Provided'. Outcomes for Stage 1 and Stage 2 are counted separately, therefore the number of outcomes exceeds the number of complaints received. A small number of complaints were outstanding at 31 March 2022 and are not included. Figures may not sum due to rounding.

Compliments

From 4 September 2018 to 31 March 2022, a total of 240 compliments were received including:

- 80 for Carer’s Allowance Supplement
- 75 for Best Start Grant and Best Start Foods
- 40 for Funeral Support Payment
- 20 for Child Disability Payment
- 10 for Scottish Child Payment
- five for Child Winter Heating Assistance
- five not benefit specific compliments [Table 6, Chart 10].

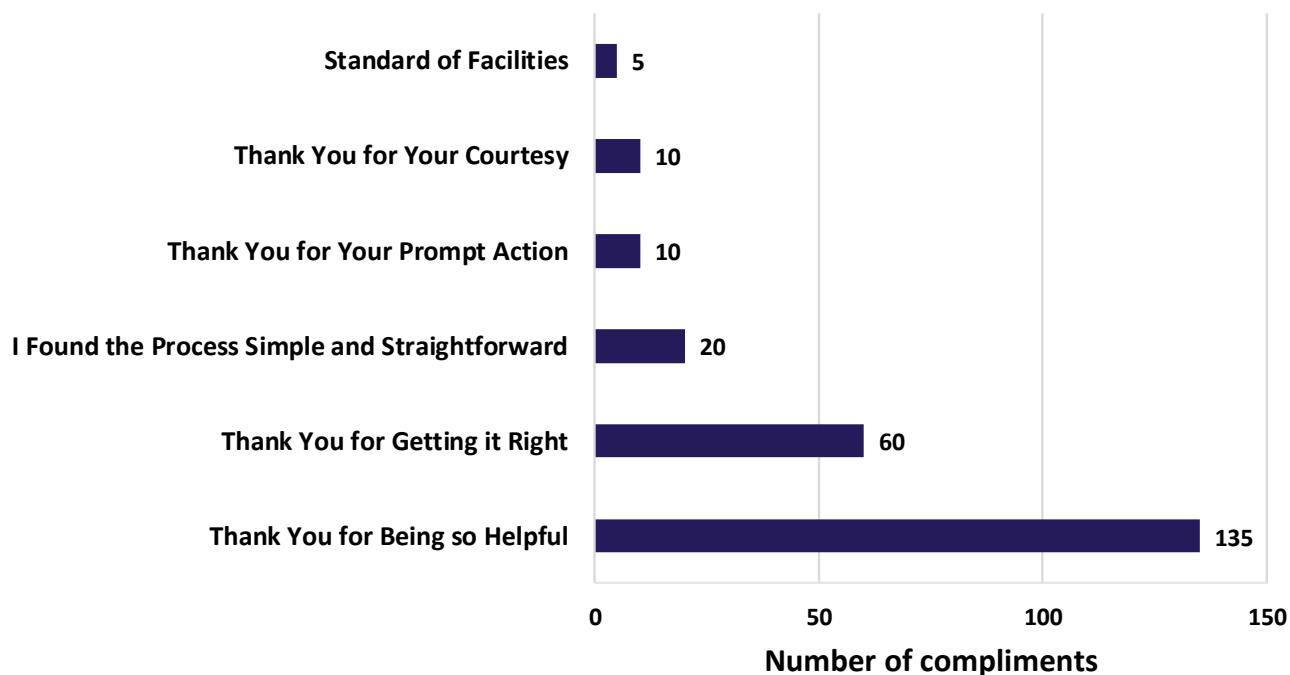
Chart 10: Total compliments received by benefit to 31 March 2022



In 2021/22, 45 compliments were received, with 15 for Child Disability Payment and ten or fewer for each of Carer’s Allowance Supplement, Best Start Grant and Best Start Foods, Funeral Support Payment and Scottish Child Payment. This is less than the previous year where 55 compliments were received overall [Table 6].

Overall, the most common reason for compliments has been 'Thank you for being so helpful', accounting for 56% of compliments, with a quarter of compliments being 'Thank you for getting it right'. In 2021/22, the proportion of compliments relating to these reasons has been broadly similar to the previous two years [Table 7, Chart 11].

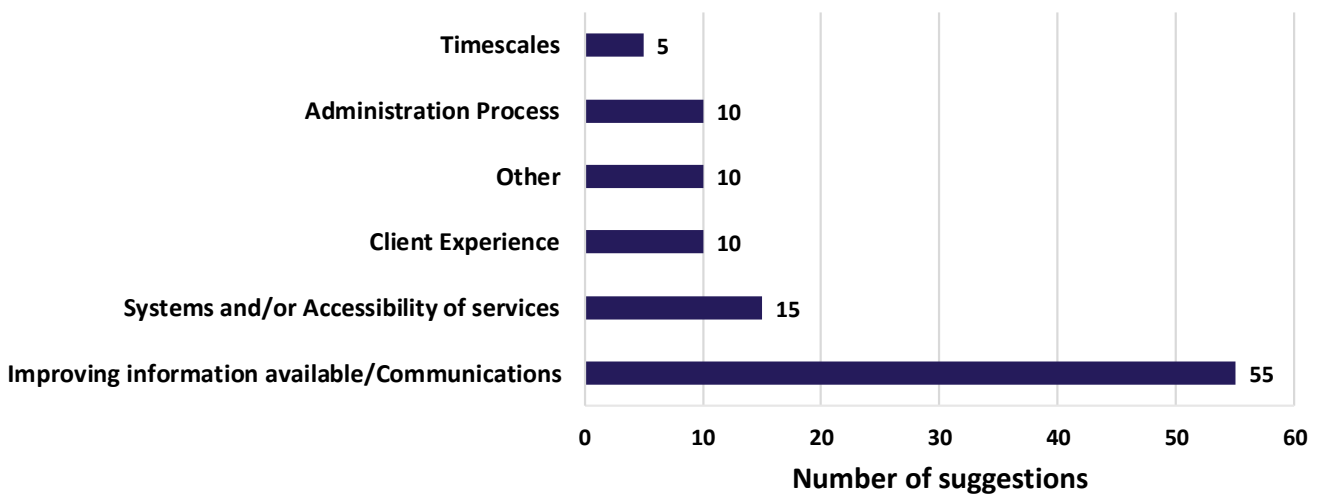
Chart 11: Compliments by reason to 31 March 2022



Suggestions

- From 4 September 2018 to 31 March 2022, a total of 105 suggestions were received [Table 8].
- Most suggestions were about ‘Improving information available/Communications’, which accounted for 53% of all suggestions received [Table 9, Chart 12].
- Around 42% of suggestions have been about Best Start Grant and Best Start Foods, with smaller proportions for other benefits or not specific to a benefit [Table 8].
- In 2021/22, 25 suggestions were received, which is ten more than in 2020/21 [Table 8].
- Of these, 26% related to Child Disability Payment, followed by 22% for Best Start Grant and Best Start Foods [Table 8]. This is the first year that suggestions have been recorded for Child Disability Payment as it launched nationally in November 2021.
- A small number of suggestions were recorded for Adult Disability Payment, but this number is too small to report [Table 8]. The pilot for Adult Disability Payment launched in three local authorities in Scotland in March 2022.

Chart 12: Suggestions by reason to 30 September 2021



Background to Feedback

Social Security Scotland is the executive agency of Scottish Government which is responsible for delivering social security benefits for Scotland. Social Security Scotland was introduced on 4 September 2018. Feedback (complaints, compliments, and suggestions) has been received by Social Security Scotland since it was introduced in September 2018. Feedback can be about a particular benefit or not specific to a benefit.

Initially feedback was received by telephone, email or letter. Webchat was introduced as a communication channel to Social Security Scotland from 1 May 2020. Social media was added to the feedback recording system from April 2021, and includes complaints received through telephone, email, letter or webchat that were originally signposted via social media.

The volume of feedback received will be related to the number of live benefits and clients. New benefits have launched over time, potentially bringing more people in touch with Social Security Scotland. Benefit launch dates and application/payment volumes are summarised on the next page.

Stage 1 and Stage 2 complaints

Complaints fall under the Scottish Public Services Ombudsman (SPSO) and their complaints handling procedure. This sets out a two Stage internal complaints process. Frontline resolution – Stage 1, allows 5 working days to respond to the client's complaint. From January 2020, an extension of five working days can be added to this initial timescale by Social Security Scotland where it will be beneficial to the client. Prior to this, extensions had to be agreed with the client. For Stage 1 complaints it may be more appropriate to escalate the complaint to Stage 2 rather than applying an extension. Where a client remains unhappy with the response to a Stage 1 complaint, they can proceed to investigation – Stage 2, which allows 20 working days to investigate and provide a response. Again, since January 2020 an extension of five working days can be added to this timescale by Social Security Scotland if required, whereas prior to this extensions were agreed with the client. If the client still remains unhappy then they can choose to take their complaint to the Scottish Public Services Ombudsman.

A small number of complaints went straight to investigation – Stage 2. Not all complaints are suitable for frontline resolution and not all complaints will be satisfactorily resolved at that stage. Complaints handled at the investigation stage of the complaints handling procedure are typically complex or require a detailed examination. Examples of this include:

- the client/appointee refuses to take part in frontline resolution
- the issues raised are complex and require detailed investigation
- the complaint relates to serious, high-risk, or high-profile issues

Benefit	Start date	2018/19	2019/20	2020/21	2021/22	All time	Complaints to March 2022
Best Start Grant/Best Start Foods - Pregnancy and Baby Payment - Best Start Grant Early Learning Payment - Best Start Grant School Age Payment - Best Start Foods	10 Dec 18 29 Apr 19 3 Jun 19 12 Aug 19	19,480 applications	128,070 applications	118,605 applications	84,185 applications	350,345 applications	505
Carer's Allowance Supplement	3 Sep 18	86,570 carers in receipt	89,260 carers in receipt	91,565 carers in receipt	90,240 carers in receipt	126,055 carers in receipt	125
Scottish Child Payment	9 Nov 20 (applications) 15 Feb 21 (payments)	n/a	n/a	104,570 applications	53,185 applications	157,755 applications	105
Child Disability Payment	16 Jul 21 (pilot) 22 Nov 21 (national)	n/a	n/a	n/a	9,570 applications	9,570 applications	80
Funeral Support Payment	16 Sep 19	n/a	3,975 applications	8,685 applications	8,710 applications	21,375 applications	40
Child Winter Heating Assistance	27 Nov 20	n/a	n/a	18,315 payments	19,865 payments	38,180 payments	10
Job Start Payment	17 Aug 20	n/a	n/a	3,190 applications	6,915 applications	10,105 applications	5
Young Carer Grant	21 Oct 19	n/a	1,750 applications	3,375 applications	3,930 applications	9,055 applications	0
Adult Disability Payment	21 March 22 (pilot)	n/a	n/a	n/a	520 applications	520 applications	0

Note: Annual figures are based on the latest Official Statistics publications, but may be revised when the statistics are updated.

Complaint reasons

Complaint reasons are categorised by Social Security Scotland staff based on the information received from clients. Complaint reasons were amended from 12 March 2021 to better reflect types of complaints received and provide more focussed data to inform improvement activity. In the table below, complaints received prior to 12 March 2021 have been mapped to new categories as set out below. 'Client expectation not met - Information provided' is a new category that does not map onto previous complaint reasons.

Previous categories	New categories	Description
Inadequate standard of service	Client expectations not met – Quality of service	Should be used where we have provided the client with a service which is below the expected standard.
Failure to provide a service	Client expectations not met – Accessing services	Should be used where we have not delivered a service e.g. online application form unavailable
Dissatisfaction with Scottish Government policy	Client expectations not met - Policy and procedures	Should be used when client is unhappy with Social Security Scotland's policy or procedures.
Disagreement with a decision	Disagreement with a decision	Use only for benefits with no right of appeal
Failure to follow the appropriate process	Client expectations not met – Timescales	Should be used where we did not meet published timescales.
Treatment by or attitude of a member of staff	Client expectations not met - Treatment by member of staff	Should be used where the service provided by a staff member was not at the expected standard.
N/a	Client expectations not met - Information provided	Should be used where the client is unhappy about information provided on Social Security Scotland websites, social media, advertising or letters.

For the purposes of this publication we have removed the prefix 'Client expectations not met' from these categories.

Complaint outcomes

Possible outcomes for complaints are:

- Upheld – the client’s complaint has been upheld, as it meets the terms in the definition of a complaint.
- Not upheld – the client’s complaint was not upheld because it did not meet the terms in the definition of a complaint.
- Partially upheld – if the client makes a complaint raising more than one issue, one part (or parts) of the complaint may meet the terms in the definition of a complaint, and other(s) do not. In this case the complaint would be partially upheld.
- Resolved - if a client has made a complaint and their complaint is resolved without the need to look further into why something went wrong or to mark it as upheld or not upheld. This outcome was introduced on 12 April 2021.

In this publication complaint outcomes are counted separately for Stage 1 and Stage 2. A complaint that progressed from Stage 1 to Stage 2 will have two outcomes.

Compliments and suggestions

Compliments and suggestions should be recorded within five working days. Suggestions are investigated and the outcome is provided directly to the client.

About the data

How the data is collected

The data in this publication is primarily sourced from Social Security Scotland's case management system. The system holds information on all feedback received, including:

- type of feedback (complaint, compliment, suggestion)
- date received
- channel by which feedback was received (e-mail, telephone, letter, webchat)
- benefit (or no specific benefit)
- reason for feedback, chosen from defined lists of possible categories
- where applicable, the date that feedback was actioned
- outcome of any decisions, selected from a defined list of possible outcomes

The information is held across multiple tables within the system. 100% extracts of administrative data are taken from this system every month for internal reporting purposes. Data cuts combine information from the different tables in the system into one monthly extract which includes details of all feedback made since September 2018. The data cut used to produce statistics for this publication was taken on 2 May 2022.

Quality assurance

The data used to produce the figures has been checked on a case by case basis with clerical records used for internal reporting within Social Security Scotland, and discrepancies investigated.

Additional quality assurance and cleaning has been carried out on specific variables:

- The dataset has been checked for duplicate records based on Case ID number.
- Variables have been checked for missing information.
- Feedback received dates and decisions dates have been checked to see whether they fall within expected ranges (e.g. after September 2018) and are consistent with those produced by clerical records.
- Feedback channels, reasons, benefits and outcomes have been checked for consistency with those produced by clerical records.
- For complaints, the benefit that a complaint refers to and reason for the complaint have been checked for consistency between Stage 1 and Stage 2.

Once the data is aggregated and copied into the publication and supporting Excel tables, the final statistics are quality assured by a different member of the statistics team. The final documents are checked by the lead statistician.

Data Quality

Comparison to clerical data

Data from the case management system has been compared to clerical records. Discrepancies have been investigated with the Client Experience team, and errors in case management system data have been manually fixed to match the clerical record where necessary. Discrepancies included:

- A small number of items of feedback received had a date before September 2018, or had the date of feedback being recorded rather than date received. There were also errors in date feedback was received and decisions were made on the case management system due to migration of feedback information onto the case management system during the first months following the launch of Carer's Allowance Supplement. Dates have been amended back to the original dates received and decided with reference to the clerical records.
- Some feedback had discrepancies in channel, reason or outcome between the case management system and clerical records. Each of these cases have been investigated with the Client Experience team and corrected.
- Some feedback on the case management system is recorded as being not benefit specific. While this is true in some cases, in others this occurs where benefit information is missing. Missing benefit information has been completed with reference to clerical records.
- In a small number of cases the Stage 1 and Stage 2 of one complaint have been recorded as two separate complaints on the case management system. These have been merged back into one complaint where necessary.
- The case management system includes a small number of complaints where the outcome is recorded as 'Deleted'. In some cases these are complaints that have been created in error, and these have been removed from the dataset used to produce the figures in this publication. In others cases the outcome of the complaint has been amended from 'Deleted' to the correct outcome of the complaint.

Rounding and disclosure control

Feedback numbers have been rounded to the nearest five for disclosure control. Figures may not sum due to rounding. Percentages are based on actual figures and rounded to the nearest percent. Some percentages have been suppressed to prevent back-calculation of small numbers.

Channel

Complaint channel is based on the first channel given for a complaint when it was received at either Stage 1 or 2.

Telephone, email and letter have been available for clients to use to complain since 2018. Telephone was unavailable from mid-March to mid-April 2020 due to the impact of COVID-19.

Webchat was introduced as a communication channel from 1 May 2020. However, webchat was only added to the feedback recording system in February 2021. Where a complaint was received before February 2021, but the complaint notes indicate the complaint was received through webchat, we have counted this complaint as being received by webchat. It is possible that there were further complaints by webchat that have not been identified – these will be counted under ‘telephone’.

Social media complaints have been recorded since 12 April 2021. Complaints are classed as ‘social media’ when a client complains through a social media platform and is signposted by Social Security Scotland communications to make a complaint through one of the other channels, and the client does so. If a client is signposted but does not make a complaint through one of the other channels, their complaint is not recorded. Prior to 12 April 2021, social media was monitored but this type of complaint could not be recorded, and will have been counted as telephone, email, letter or webchat.

Stage 1 and Stage 2 complaints

For complaint benefit and reason, we have used the first recorded benefit or reason with a complaint. In general, benefit and reason are not expected to change between Stage 1 and Stage 2, although this may be possible in some cases.

For complaint outcomes, if an application had both a Stage 1 and Stage 2 complaint outcome, we have counted this as two separate outcomes – a complaint that progressed from Stage 1 to Stage 2 will have two outcomes.

Complaints that went straight to Stage 2 are included in total complaints and Stage 2 complaints figures, and used to calculate the percentage of complaints reaching Stage 2.

Processing time

Processing time is the number of days from the complaint being received to a decision being made. It is calculated in working days. Weekends and public holidays are excluded. The time of day that a complaint was received or processed is not taken into account. The day the complaint was received is counted as ‘day one’ of processing, regardless of the time of day a complaint was received. For example, a complaint received and processed on the same day would have a processing time of one working day. A complaint received on one day and processed on the next working day would have a processing time of two working days.

Withdrawn complaints have not been included in median processing times statistics. Numbers of withdrawn complaints are relatively small [Table 5], therefore this has had little impact on average processing times.

Processing times are calculated separately for each complaint stage. Where an extension has been agreed on a Stage 1 or Stage 2 complaint, complaints will be classed as having been processed 'within agreed timescales' if they were processed within these extensions **[Table 4]**. Complaints classed as not being closed within an extension include those that were completed after the extension end date, or completed after the initial timescale without an extension being applied.

Compliments and suggestions recording

Compliments and suggestions are passed on to the Client Experience team to be recorded. When Social Security Scotland staff have high work volumes it is possible that fewer compliments and suggestions will be passed on. This may be the reason for lower volumes of compliments and suggestions received during 2020/21, as a result of the impact of COVID-19.

Comparisons with DWP complaints statistics

The Department for Work and Pensions has a different feedback process to Social Security Scotland, and as such, the Department for Work and Pensions complaints, compliments and suggestions statistics are not directly comparable to these statistics.

Further information about complaints at the Department for Work and Pensions and links to their latest statistics are available at:

<https://www.gov.uk/government/collections/complaints-about-the-department-for-work-and-pensions>.

Related Social Security Scotland publications

Statistics about individual benefits are published at:

<https://www.socialsecurity.gov.scot/about/statistics/social-security-scotland-statistics-publications>

All research and statistics publications will be available through the Social Security Scotland 'Publications' webpage at:

<https://www.socialsecurity.gov.scot/publications>. This includes qualitative analysis of feedback comments made by clients during the application process for benefits.

An Official Statistics publication for Scotland

Official and National Statistics are produced to high professional standards set out in the Code of Practice for Official Statistics. Both undergo regular quality assurance reviews to ensure that they meet customer needs and are produced free from any political interference.

Correspondence and enquiries

For enquiries about this publication please contact:

Molly Allen

Social Security Scotland – Analysis and Insights

Telephone:

e-mail: MI@socialsecurity.gov.scot

For general enquiries about Scottish Government statistics please contact:

Office of the Chief Statistician, Telephone: 0131 244 0442,

e-mail: statistics.enquiries@scotland.gsi.gov.uk

How to access background or source data

The data collected for this statistical bulletin:

are available in more detail through statistics.gov.scot

are available via an alternative route. Summary tables are available at:

<https://www.gov.scot/collections/social-security-scotland-stats-publications/#socialsecurityscotlandfeedbackstatistics>

may be made available on request, subject to consideration of legal and ethical factors. Please contact MI@socialsecurity.gov.scot for further information.

cannot be made available by Scottish Government for further analysis as Scottish Government is not the data controller.

Complaints and suggestions

If you are not satisfied with our service or have any comments or suggestions, please write to the Chief Statistician, 3WR, St Andrews House, Edinburgh, EH1 3DG, Telephone: (0131) 244 0302, e-mail statistics.enquiries@scotland.gsi.gov.uk.

If you would like to be consulted about statistical collections or receive notification of publications, please register your interest at www.gov.scot/scotstat

Details of forthcoming publications can be found at www.gov.scot/statistics

Crown Copyright

You may use or re-use this information (not including logos) free of charge in any format or medium, under the terms of the Open Government Licence. See: www.nationalarchives.gov.uk/doc/open-government-licence/

Social Security Scotland statistics

Social Security Scotland feedback statistics to 31 March 2022

Key Figures

From 4 September 2018 to 31 March 2022, Social Security Scotland received 895 complaints, 240 compliments and 105 suggestions.

In 2021/22:

- 400 Stage 1 complaints were received.
- 65 Stage 2 complaints were received.
- 45 compliments were received.
- 25 suggestions were received.

Frequency of publications

The next bi-annual publication will cover up to the end of September 2022 and will be released in December 2022.

Under the Code of Practice for Official Statistics¹ we publish a timetable of statistical releases for the twelve months ahead².

¹ The Code of Practice is found online at: <https://code.statisticsauthority.gov.uk/>

² The forthcoming publication timetable is available at: <https://www.gov.scot/publications/official-statistics-forthcoming-publications/>

Introduction

This report covers feedback (complaints, compliments, and suggestions) received by Social Security Scotland since it was introduced on 4 September 2018, until 31 March 2022. It includes statistics for specific benefits as well as feedback that was not benefit specific.

The benefits included within the time period covered by the report are: Carer's Allowance Supplement, Best Start Grant and Best Start Foods, Funeral Support Payment, Young Carer Grant, Job Start Payment, Child Winter Heating Assistance, Scottish Child Payment, Child Disability Payment and Adult Disability Payment.

All tables and charts relating to this publication can be found at:

<https://www.socialsecurity.gov.scot/about/statistics/social-security-scotland-statistics-publications>

These statistics are being published as experimental statistics. Experimental statistics are defined in the Code of Practice for Statistics as "*new official statistics undergoing evaluation. They are published in order to involve users and stakeholders in their development and as a means to build in quality at an early Stage.*" These statistics have not yet been assessed by the UK Statistics Authority. They have not been designated as National Statistics³.

³ For more information on experimental statistics please see:

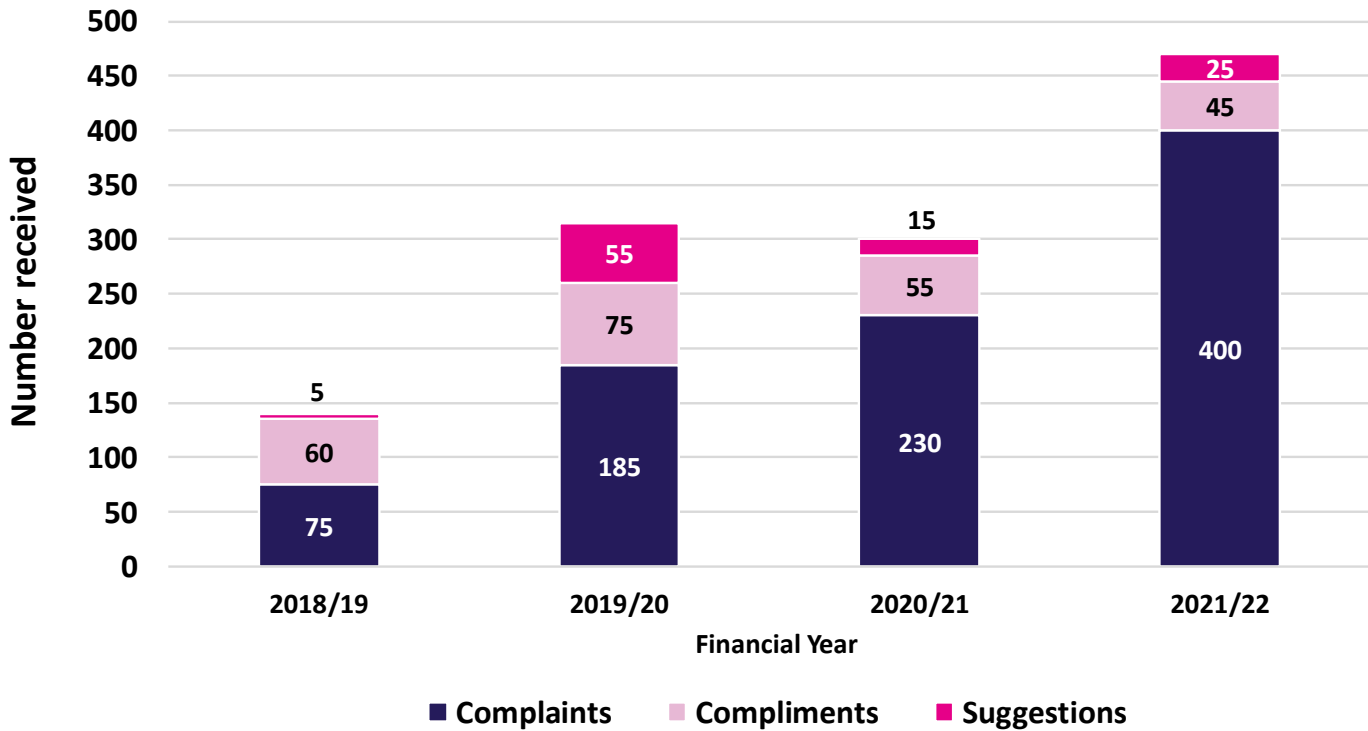
<https://www.statisticsauthority.gov.uk/publication/experimental-statistics-official-statistics-in-development/>

Contents

Introduction	2
Main findings	4
Complaints	5
Compliments	17
Suggestions	19
Background to Feedback	20
Stage 1 and Stage 2 complaints	20
Complaint reasons	22
Complaint outcomes	23
Compliments and suggestions	23
About the data	24
How the data is collected	24
Quality assurance	24
Data Quality	25
Comparisons with DWP complaints statistics	27
Related Social Security Scotland publications	27

Main findings

Chart 1: Feedback by financial year



Complaints includes all Stage 1 complaints, plus complaints received at Stage 2. Figures for individual years may not sum to all time figures in other tables/charts due to rounding.

In total 895 complaints, 240 compliments and 105 suggestions were received by 31 March 2022. The most common type of feedback received in all years has been complaints **[Chart 1]**.

The overall amount of feedback received increased in 2021/22 compared to 2020/21. The proportion of complaints increased, while the proportion of compliments decreased and the proportion of suggestions remained the same.

The year 2021/22 was the first full financial year following the launch of Scottish Child Payment. This year also included the launch of Child Disability Payment, and the pilot for Adult Disability Payment went live at the end of 2021/22.

Complaints

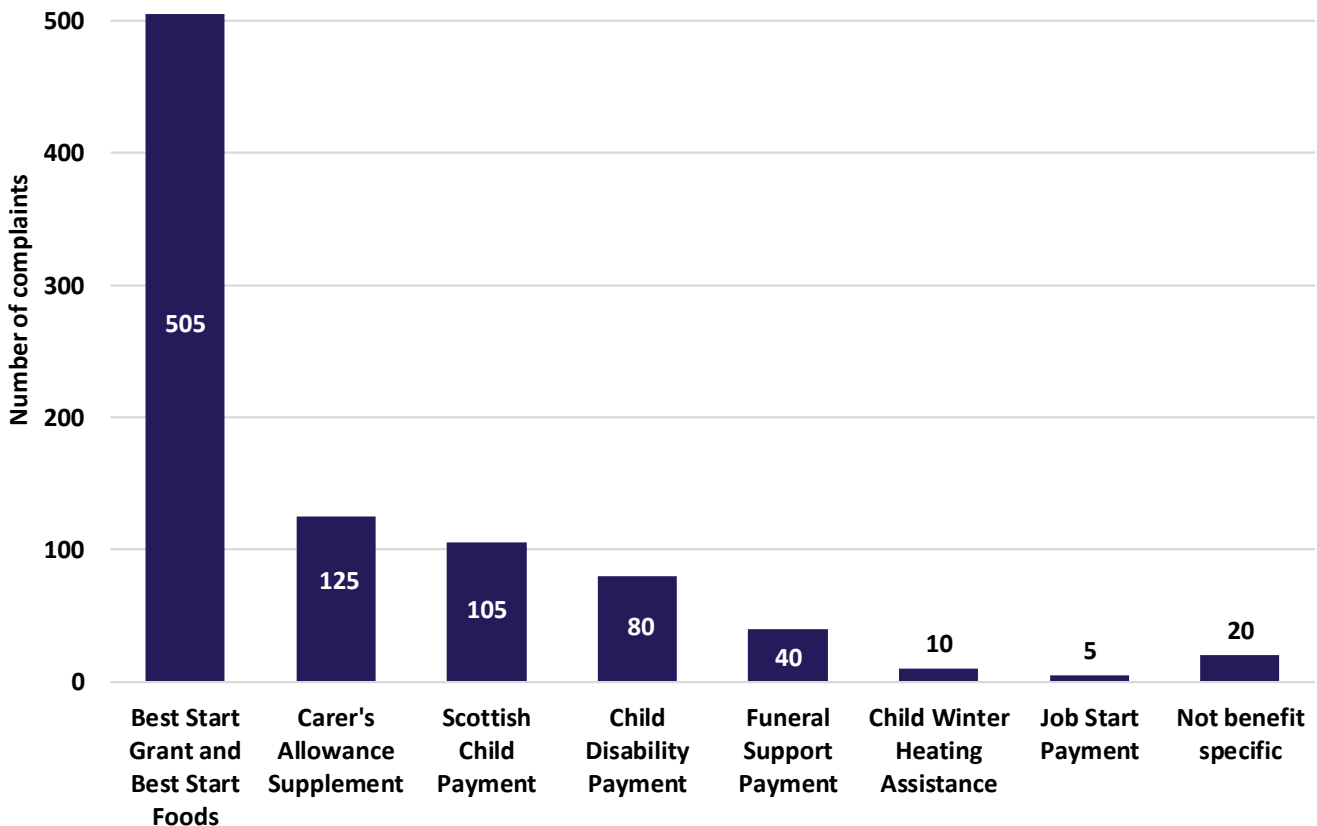
Complaints received since September 2018

In total 895 complaints were received by 31 March 2022 [Table 1, Chart 2], including:

- 505 for Best Start Grant or Best Start Foods
- 125 for Carer’s Allowance Supplement
- 105 for Scottish Child Payment
- 80 for Child Disability Payment
- 40 for Funeral Support Payment
- 10 for Child Winter Heating Assistance
- five for Job Start Payment
- 20 that were not benefit specific

There were a small number of complaints for Young Carer Grant received by 31 March 2022, which are not reported due to disclosure control. There were no complaints received for Adult Disability Payment following the pilot launch shortly before the end of the reporting period covered in this release. The [background section](#) gives the launch dates for each benefit.

Chart 2: Total complaints received by benefit to 31 March 2022



Complaint numbers remain low compared to the number of people receiving payments or making applications. For example, while Social Security Scotland has received 505 complaints about Best Start Grant or Best Start Foods, there have been 350,345 applications received since 2018. While there have been 105 complaints about Scottish Child Payment, there have been 157,755 applications since November 2020. The [background section](#) gives a full list of benefit launches since 2018 with application or payment numbers and sources.

Complaints can come from people that did not make an application for a benefit, or did not receive Carer's Allowance Supplement (for which there is no application process) - therefore it is not possible to calculate a rate of complaints per applications or payments.

Complaints received in 2021/22

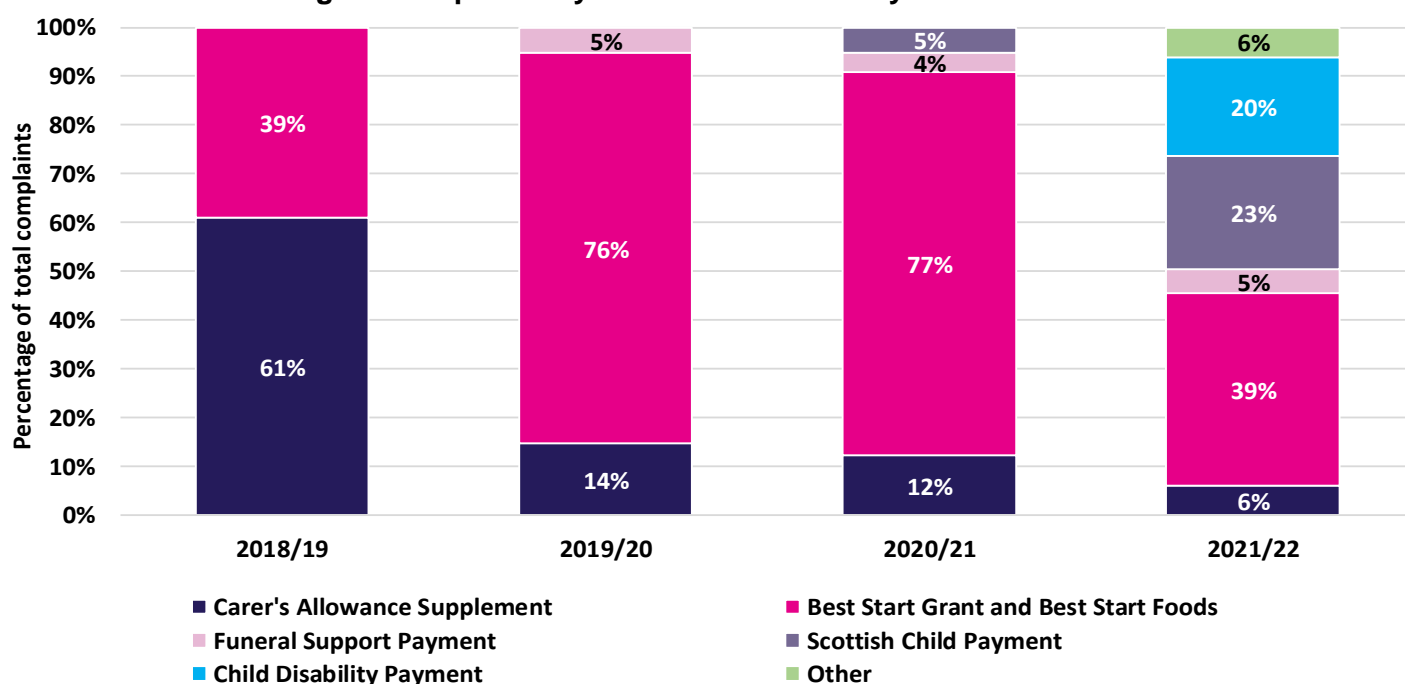
Social Security Scotland received 400 complaints during 2021/22 [Table 1].

Of all complaints received in 2021/22:

- Best Start Grant and Best Start Foods accounted for 39%.
- Scottish Child Payment accounted for 23%. Scottish Child Payment opened for applications in November 2020, and launched nationally in February 2021.
- Child Disability Payment accounted for 20%. Child Disability Payment pilot launched in July 2021, followed by national launch in November 2021.

The [background section](#) gives the launch dates for each benefit.

Chart 3: Percentage of complaints by benefit and financial year

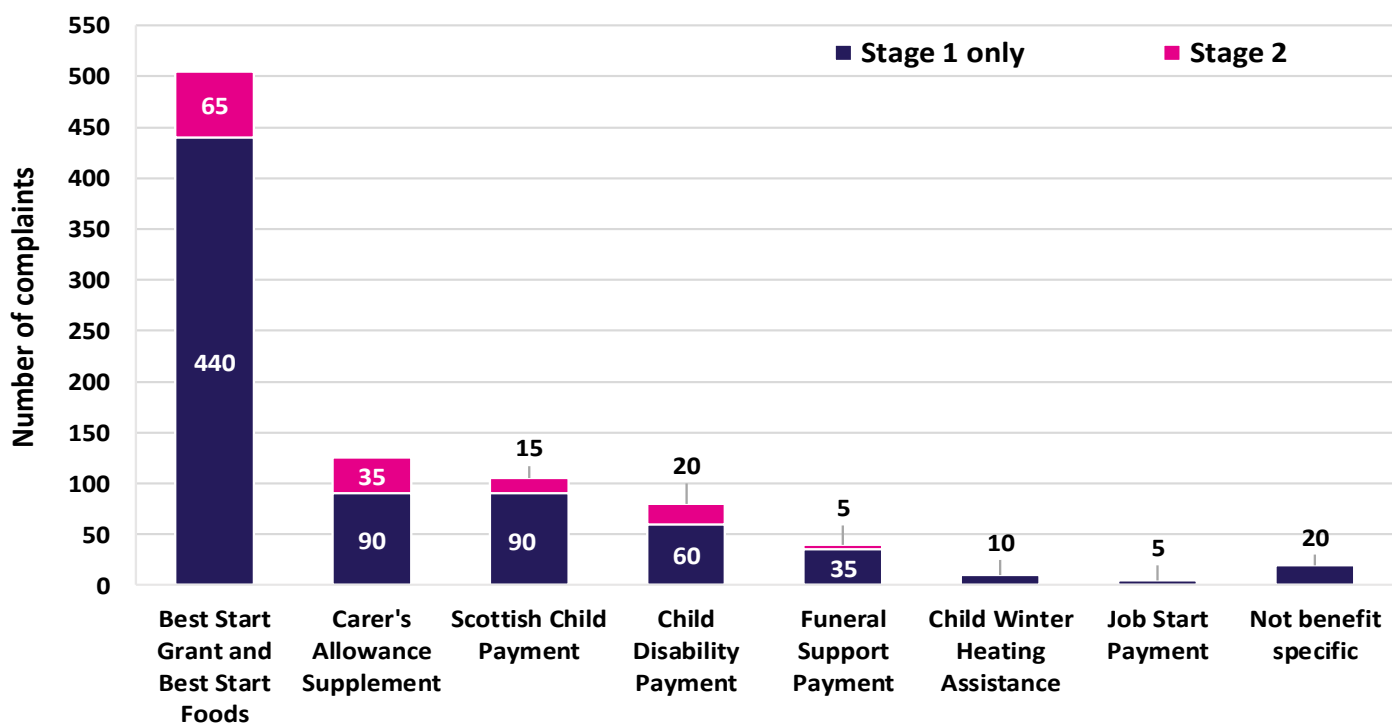


'Other' includes Child Winter Heating Assistance, Job Start Payment, Young Carer Grant and not benefit specific complaints.

Complaints reaching Stage 2

- Overall for all complaints since 2018, 16% have reached Stage 2 [Table 1]. This means either progressing from Stage 1 to Stage 2, or being received at Stage 2. The [background section](#) explains the difference between Stage 1 and Stage 2 complaints.
- In 2021/22, 16% of complaints reached Stage 2, which was lower than the previous year when 18% of complaints reached Stage 2 [Table 1].
- Overall since September 2018, 28% of Carer’s Allowance Supplement complaints have reached Stage 2, while only 13% of Best Start Grant or Best Start Foods complaints and 13% of Scottish Child Payment complaints have reached Stage 2 [Table 1]. This difference may be due to clients using complaints in different ways for the benefits. While Best Start Grant and Scottish Child Payment have a re-determinations and appeals process, for Carer’s Allowance Supplement there is no statutory right to appeal. This could lead clients to make complaints about Carer’s Allowance Supplement as a way of having their cases looked at again.
- Of all Child Disability Payment complaints received, 27% have reached Stage 2 [Table 1]. This may relate to Child Disability Payment being a more complex benefit in terms of both processing and decision making. This may also relate to Child Disability Payment including case transfers, as clients move from Disability Living Allowance with the Department for Work and Pensions, to Child Disability Payment with Social Security Scotland.
- No cases have been referred to Scottish Public Services Ombudsman (SPSO) [Table 1].

Chart 4: Complaints by benefit and stage to 30 September 2021

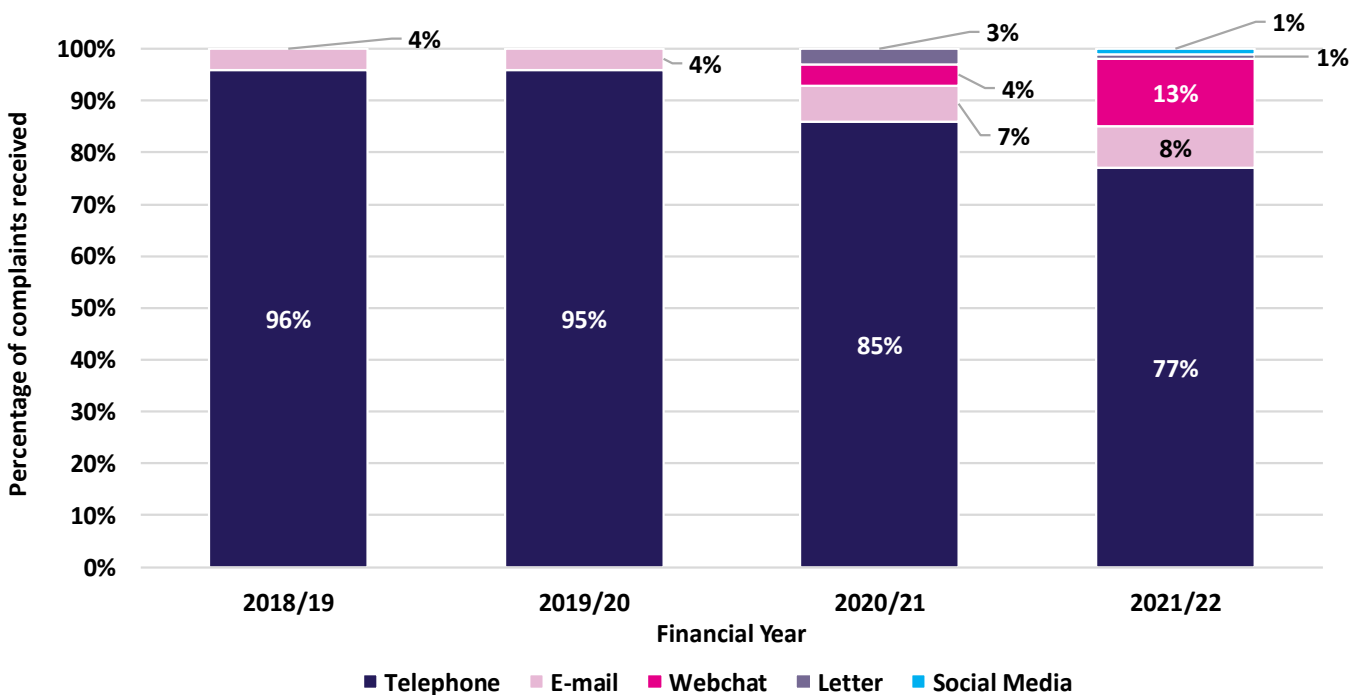


*Stage 2 figures include a small number of complaints that went straight to Stage 2, as well as complaints progressing from Stage 1 to Stage 2. Figures may not sum to those in Table 1 due to rounding. Complaint numbers for Young Carer Grant are too small to display.

Complaints channels

- In 2021/22, telephone remained the most common channel for complaints, although the percentage of complaints received this way decreased from 85% in 2020/21 to 77% in 2021/22 [Table 2, Chart 4].
- The proportion of complaints received by webchat increased from 4% in 2020/21 to 13% in 2021/22 [Table 2, Chart 4]. Webchat was introduced as a communication channel from 1 May 2020 and added to the feedback recording system in February 2021.
- A small number of complaints were recorded via social media for the first time in 2021/22 [Table 2, Chart 4]. Social media was added to the feedback recording system from April 2021, and includes complaints received through telephone, email, letter or webchat that were originally signposted via social media – the [background section](#) gives further details on this channel.

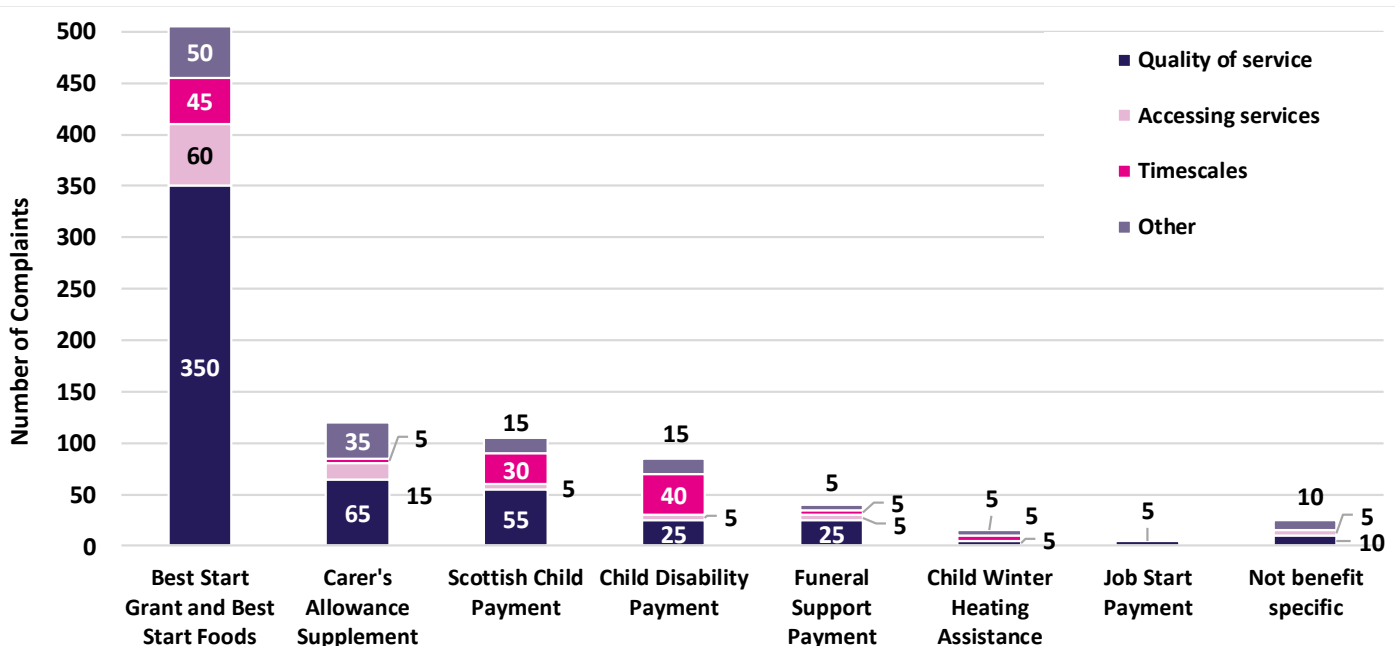
Chart 5: Complaints by channel to 31 March 2022



Reasons for complaints

- Overall, 59% of complaints have been about 'Quality of service', followed by 15% of complaints about 'Timescales' and 11% about 'Accessing services' [Table 3, Chart 5]. More information about complaint reasons is found in the [background section](#).
- For Best Start Grant and Best Start Foods, Carer's Allowance Supplement, Scottish Child Payment and Funeral Support Payment, the most common reason for complaints was 'Quality of service'. For Child Disability Payment, the most common reason for complaints was 'Timescales' with 49%, which is relatively high compared to other benefits [Table 3, Chart 5].
- Overall, the proportion of complaints relating to 'Quality of service' decreased from 72% in 2020/21 to 45% in 2021/22. The proportion of complaints relating to 'Timescales' increased from 3% in 2020/21 to 30% in 2021/22 [Table 1, Table 3].

Chart 6: Complaint reasons by benefit to 31 March 2022



Complaint numbers for Young Carer Grant are too small to display. 'Other' includes 'Policy & Procedures', 'Disagreement with a Decision', 'Treatment by Member of Staff', and 'Information Provided'. Totals may not sum due to rounding.

Complaints processing times

- By 31 March 2022, 880 Stage 1 and 130 Stage 2 complaints had been closed, leaving five outstanding Stage 1 complaints and 15 outstanding Stage 2 complaints at the end of the reporting period **[Table 4]**.
- Overall since September 2018, the median processing time has been three working days for Stage 1 complaints, and 18 days for Stage 2 complaints. In total, 92% of Stage 1 complaints were closed within the initial five working day timescale, and 94% of Stage 2 complaints closed within the initial 20 working day timescale **[Table 4]**. An extension of five working days can be added to these initial timescales by Social Security Scotland if it will benefit the client. More information can be found in the [background section](#).
- For Stage 1 complaints, the median average processing time decreased from four working days in 2020/21 to three working days in 2021/22 **[Table 4]**.
- The proportion of Stage 1 complaints closed within the initial five working day timescale decreased slightly from 89% in 2020/21 to 88% in 2021/22. The proportion closed within an agreed extended timescale decreased from 100% in 2020/21 to 98% in 2021/22 **[Table 4]**.
- For Stage 2 complaints, the median average processing time also decreased, from 19 working days in 2020/21 to 17.5 working days in 2021/22 **[Table 4]**.
- The proportion of Stage 2 complaints closed within the initial 20 working day timescale increased from 88% in 2020/21 to 94% in 2021/22. A small number were not closed within the extended timescale, but this number is not reported due to disclosure control **[Table 4]**.

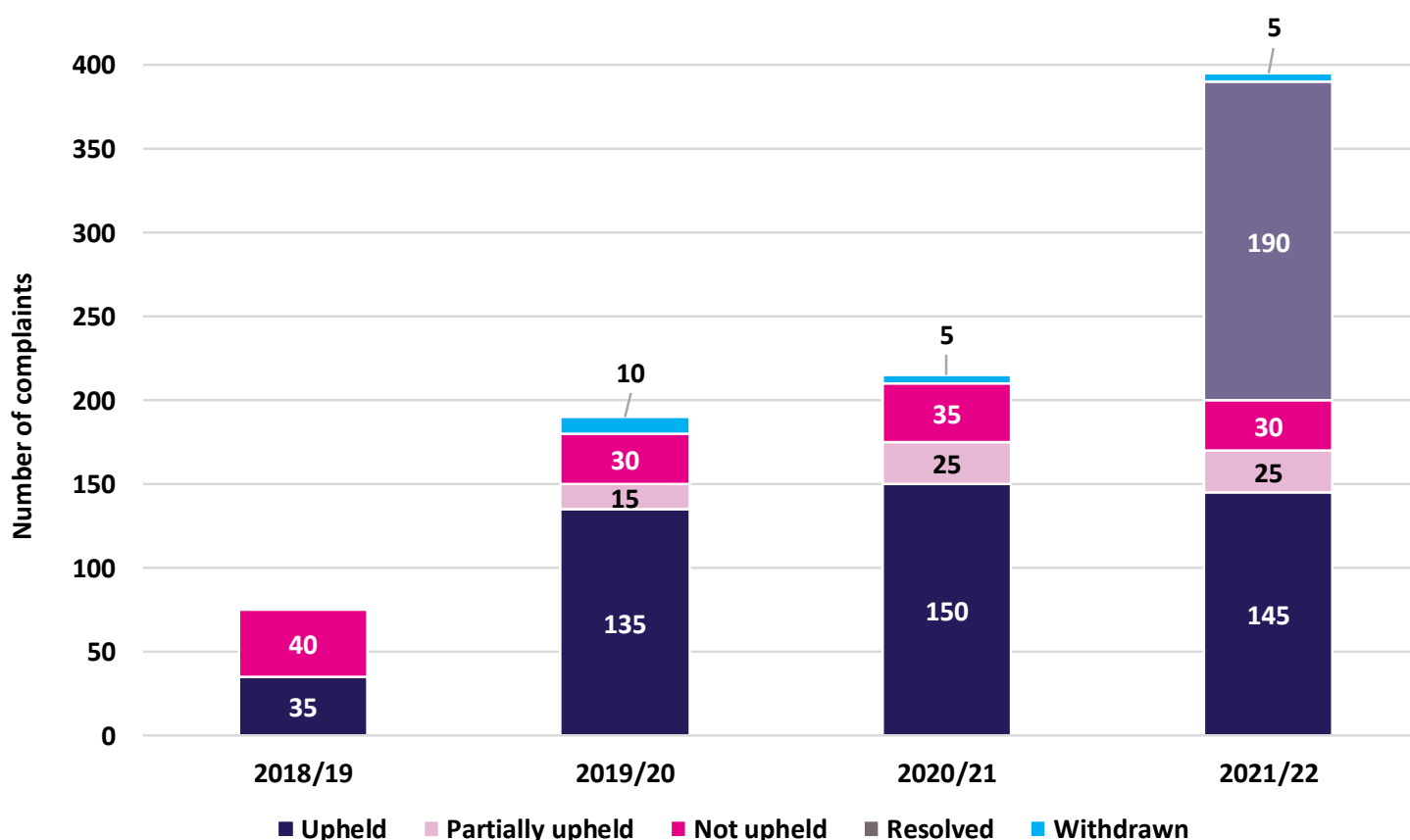
Complaint outcomes

Stage 1 complaint outcomes by year

Complaint outcomes are counted separately for Stage 1 and 2 – a complaint that progressed from Stage 1 to Stage 2 will have two outcomes. In total since September 2018, for Stage 1 complaints:

- 465 were upheld
- 190 were resolved
- 135 were not upheld
- 65 were partially upheld
- 25 were withdrawn

Chart 7(i): Stage 1 complaints by outcome and financial year



Outcomes for Stage 1 and Stage 2 are counted separately, therefore the number of outcomes exceeds the number of complaints received. A small number of complaints were outstanding at 31 March 2022 and are not included. Figures may not sum due to rounding.

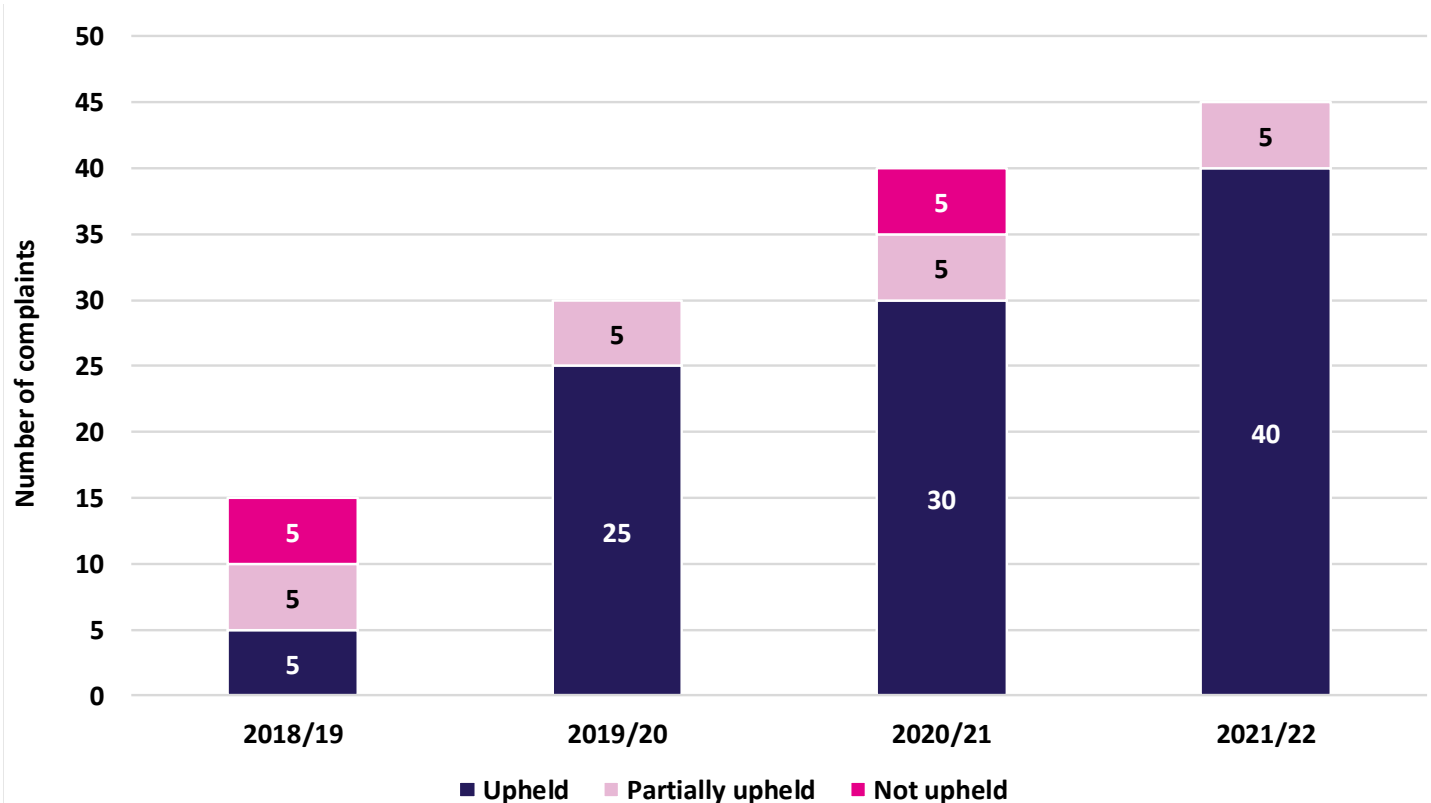
The outcome 'resolved' was introduced from 12 April 2021. In 2021/22, 48% of Stage 1 complaints had this outcome, and the proportion of Stage 1 complaints that were upheld (37%), partially upheld (6%) or not upheld (8%) all decreased as a result of this change in reporting options compared to the previous reporting year [Table 5, Chart 7(i)].

Stage 2 complaint outcomes by year

In total since September 2018, for Stage 2 complaints:

- 95 complaints were upheld
- 20 were partially upheld
- 10 were not upheld
- five were withdrawn [Table 5]

Chart 7(ii): Stage 2 complaints outcomes by financial year



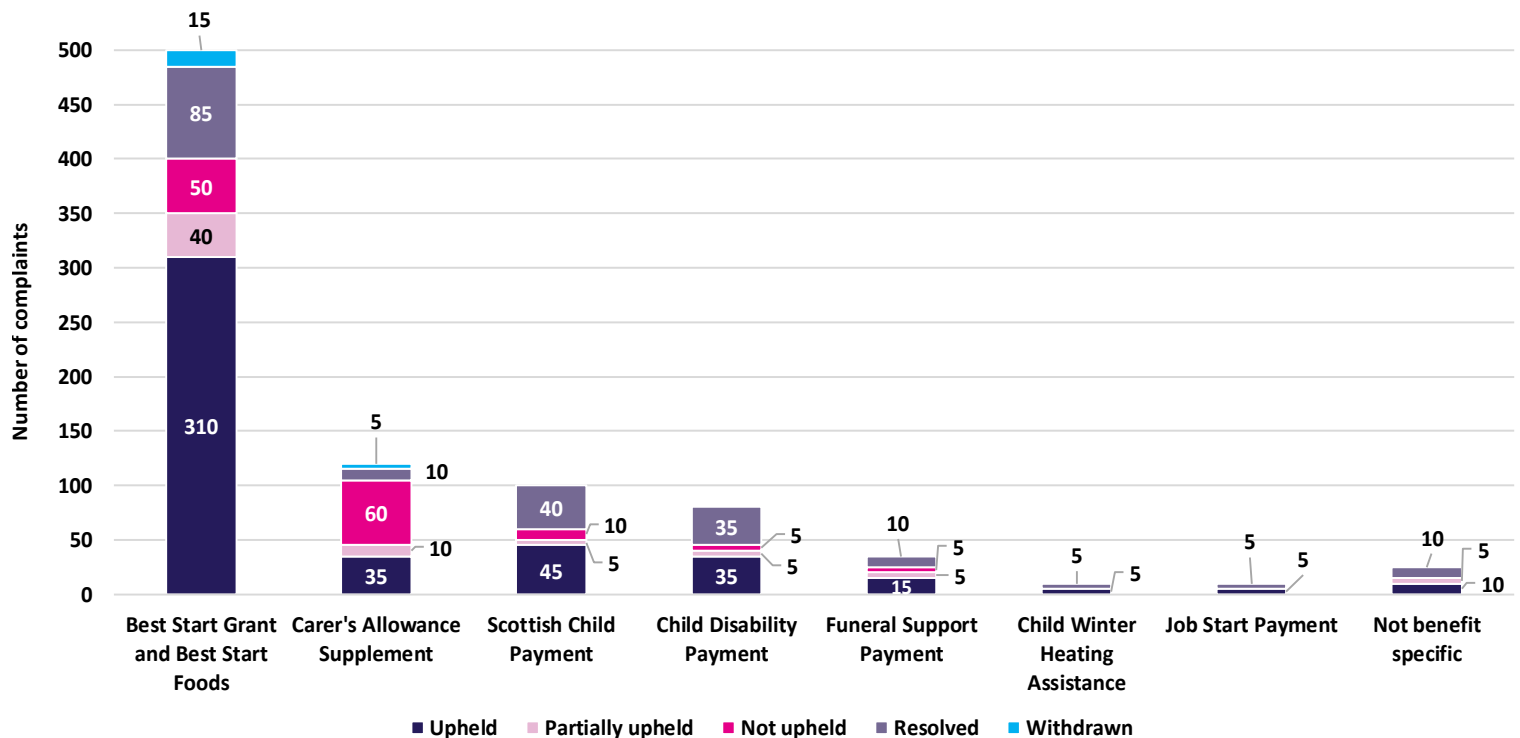
Outcomes for Stage 1 and Stage 2 are counted separately, therefore the number of outcomes exceeds the number of complaints received. A small number of complaints were outstanding at 31 March 2022 and are not included. Figures may not sum due to rounding.

In 2021/22, 75% of Stage 2 complaints had the outcome of upheld with a further 14% being partially upheld. The proportion with the outcomes of not upheld, withdrawn and resolved are not reported due to disclosure control.

Stage 1 complaint outcomes by benefit to 31 March 2022

- Of Stage 1 complaints made for Best Start Grant and Best Start Foods, 62% have been upheld. For Carer's Allowance Supplement, 31% of Stage 1 complaints have been upheld. For each of Scottish Child Payment, Child Disability Payment and Funeral Support Payment, around 45% of Stage 1 complaints have been upheld. For complaints which were not benefit specific, 40% have been upheld [Table 5, Chart 8(i)].
- The highest proportion of Stage 1 complaints which were resolved was for Child Winter Heating Assistance at 55%. Scottish Child Payment and Child Disability Payment each have around 40% of Stage 1 complaints resolved, followed by Funeral Support Payment with 23%. For Best Start Grant and Best Start Foods, 17% of Stage 1 complaints have been resolved and for Carer's Allowance Supplement, 9% of Stage 1 complaints have been resolved. For Stage 1 complaints which were not benefit specific, 40% were resolved [Table 5, Chart 8(i)].

Chart 8(i): Stage 1 complaints by outcome and benefit to 31 March 2022

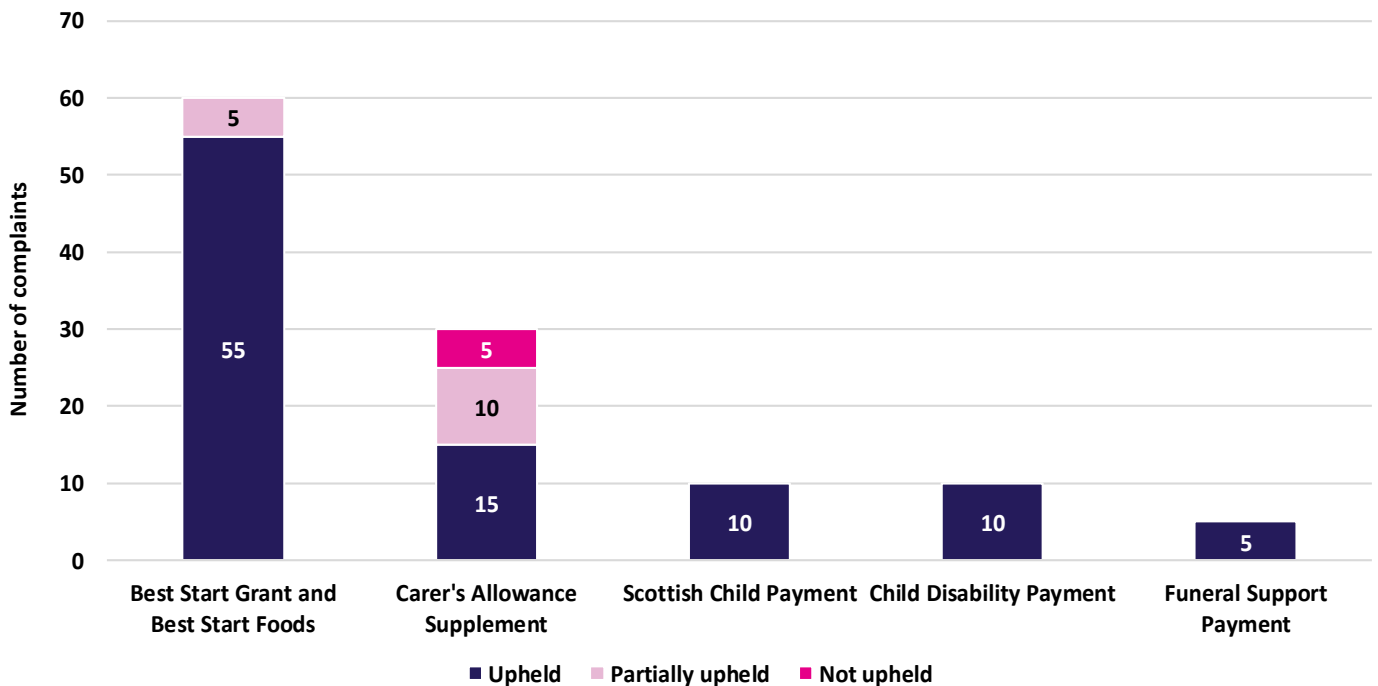


Outcomes for Stage 1 and Stage 2 are counted separately, therefore the number of outcomes exceeds the number of complaints received. A small number of complaints were outstanding at 31 March 2022 and are not included. Figures may not sum due to rounding.

Stage 2 complaint outcomes by benefit to 31 March 2022

- The majority of Stage 2 complaints have been upheld for all benefits overall, with 73% having this outcome. For Best Start Grant and Best Start Foods, 84% of Stage 2 complaints have been upheld, for Child Disability Payment 80% have been upheld and for Scottish Child Payment 75% have been upheld. For Carer’s Allowance Supplement, 48% have been upheld, while 33% were partially upheld and 18% were not upheld [Table 5, Chart 8(ii)].
- One of the reasons for less Carer’s Allowance Supplement complaints being upheld could be the different types of reasons that clients complain about this benefit – relatively more clients complained about ‘Policy & Procedures’ for Carer’s Allowance Supplement, and these complaints were relatively more likely to be not upheld. Similarly, relatively less clients complained about ‘Timescales’ for Carer’s Allowance Supplement, and these complaints were relatively more likely to be resolved [Table 3, Table 5].

Chart 8(ii): Stage 2 complaints by outcome and benefit to 31 March 2022

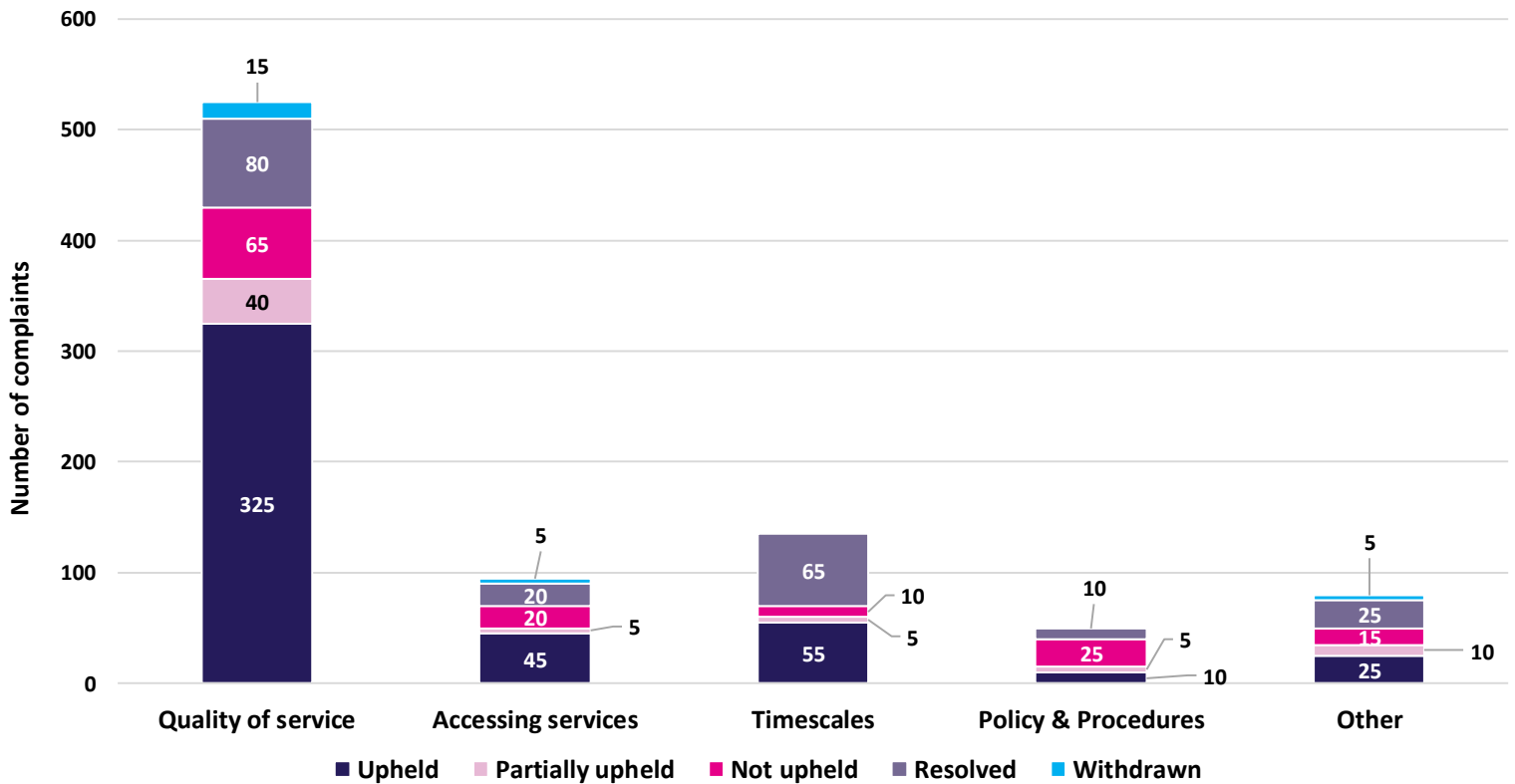


Outcomes for Stage 1 and Stage 2 are counted separately, therefore the number of outcomes exceeds the number of complaints received. A small number of complaints were outstanding at 31 March 2022 and are not included. Figures may not sum due to rounding.

Stage 1 complaint outcomes by complaint reason to 31 March 2022

- For Stage 1 complaints, the highest proportion which were upheld has been for those about 'Quality of service' with 62%, followed by 'Accessing services' with 50% upheld and 'Timescales' with 42% upheld [Table 5, Chart 9(i)].
- For Stage 1 complaints, the highest proportion which were not upheld has been for those about 'Policy & Procedures' with 50% [Table 5, Chart 9(i)].
- For Stage 1 complaints, the highest proportion which were resolved were for those about 'Information not provided' with 50% and 'Timescales' with 48% [Table 5, Chart 9(i)].

Chart 9(i): Stage 1 complaint outcomes by complaint reason to 31 March 2022

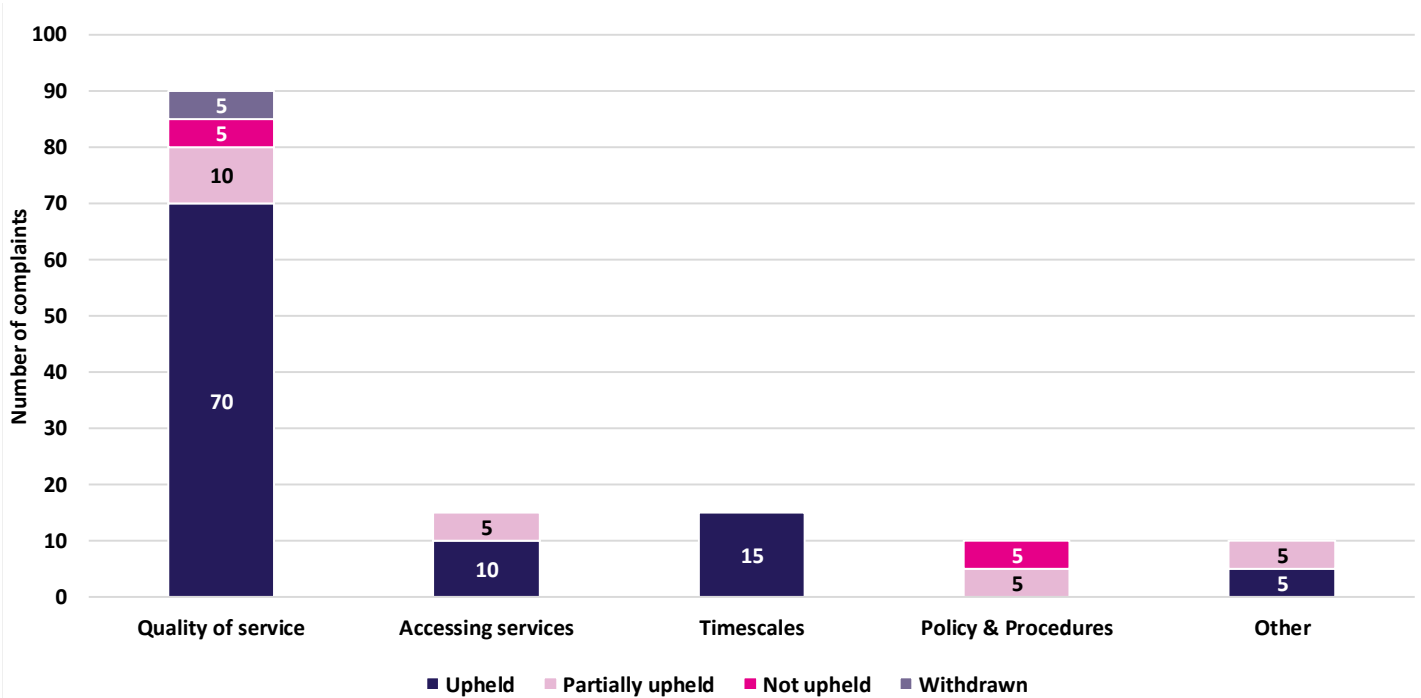


'Other' includes 'Disagreement with a Decision', 'Treatment by Member of Staff', and 'Information Provided'. Outcomes for Stage 1 and Stage 2 are counted separately, therefore the number of outcomes exceeds the number of complaints received. A small number of complaints were outstanding at 31 March 2022 and are not included. Figures may not sum due to rounding.

Stage 2 complaint outcomes by complaint reason to 31 March 2022

- For Stage 2 complaints about 'Quality of service', 81% have been upheld, while 69% of those about 'Accessing services' have been upheld [Table 5, Chart 9(ii)].

Chart 9(ii) Stage 2 complaint outcomes by complaint reason



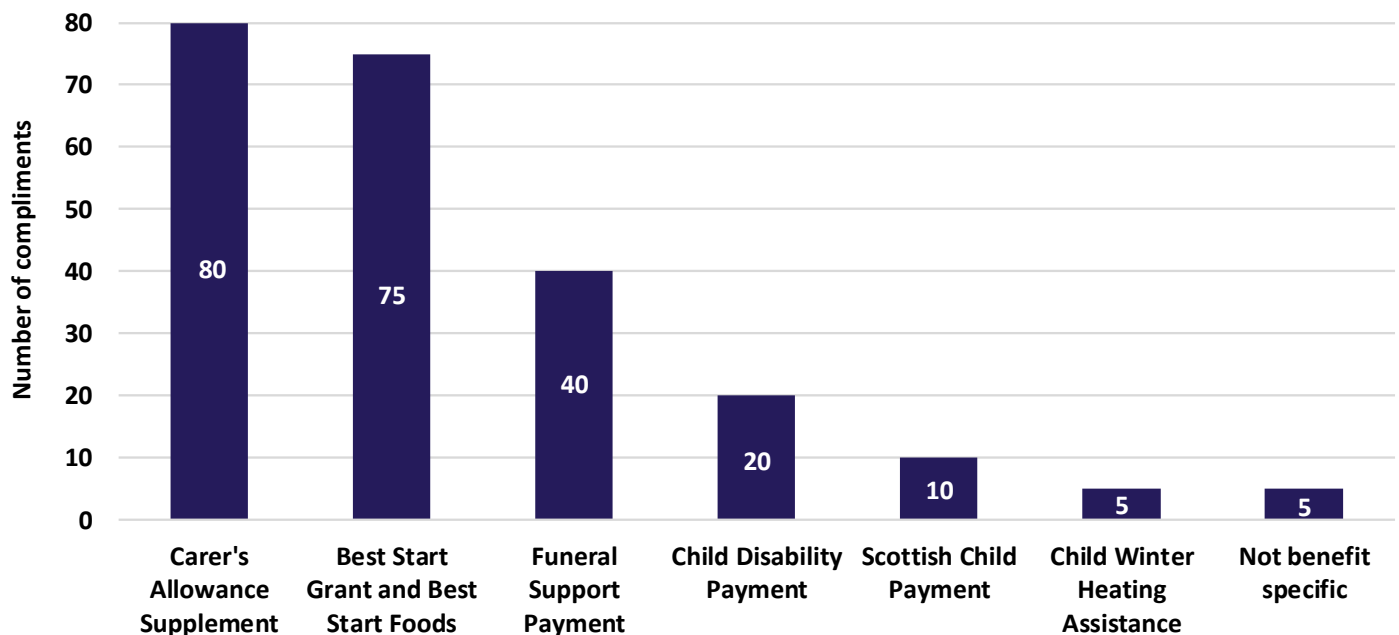
'Other' includes 'Disagreement with a Decision', 'Treatment by Member of Staff', and 'Information Provided'. Outcomes for Stage 1 and Stage 2 are counted separately, therefore the number of outcomes exceeds the number of complaints received. A small number of complaints were outstanding at 31 March 2022 and are not included. Figures may not sum due to rounding.

Compliments

From 4 September 2018 to 31 March 2022, a total of 240 compliments were received including:

- 80 for Carer’s Allowance Supplement
- 75 for Best Start Grant and Best Start Foods
- 40 for Funeral Support Payment
- 20 for Child Disability Payment
- 10 for Scottish Child Payment
- five for Child Winter Heating Assistance
- five not benefit specific compliments [Table 6, Chart 10].

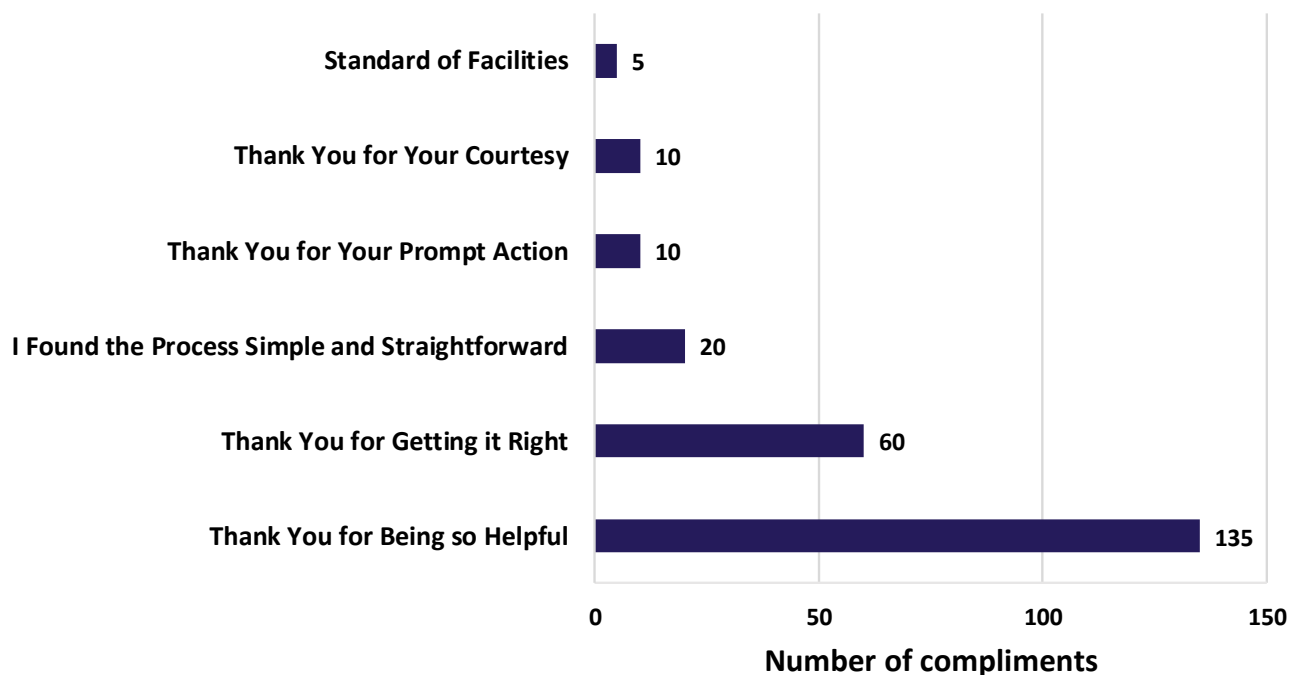
Chart 10: Total compliments received by benefit to 31 March 2022



In 2021/22, 45 compliments were received, with 15 for Child Disability Payment and ten or fewer for each of Carer’s Allowance Supplement, Best Start Grant and Best Start Foods, Funeral Support Payment and Scottish Child Payment. This is less than the previous year where 55 compliments were received overall [Table 6].

Overall, the most common reason for compliments has been 'Thank you for being so helpful', accounting for 56% of compliments, with a quarter of compliments being 'Thank you for getting it right'. In 2021/22, the proportion of compliments relating to these reasons has been broadly similar to the previous two years [Table 7, Chart 11].

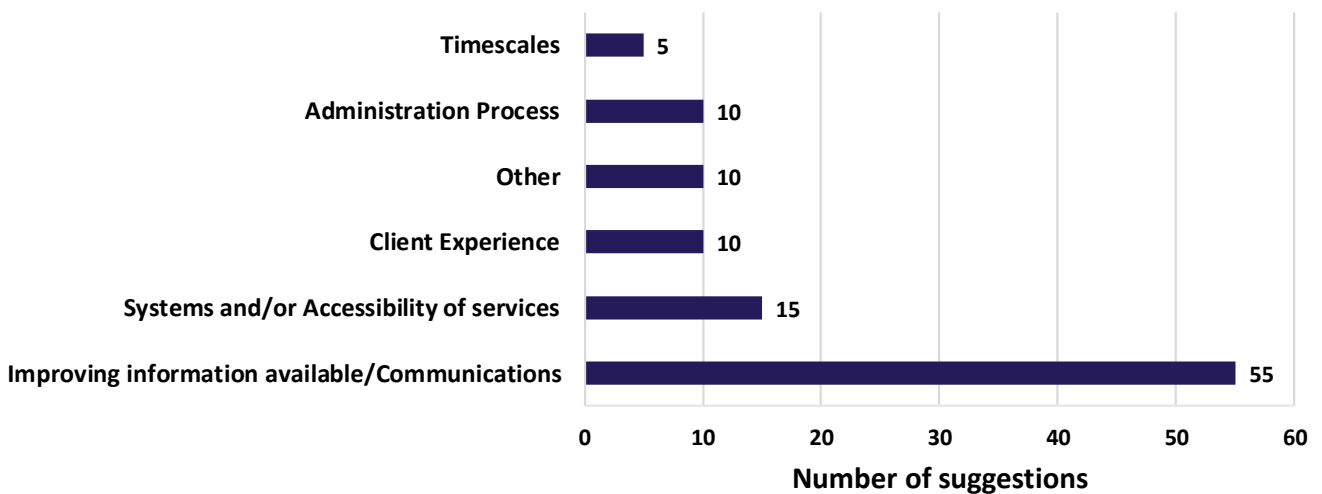
Chart 11: Compliments by reason to 31 March 2022



Suggestions

- From 4 September 2018 to 31 March 2022, a total of 105 suggestions were received [Table 8].
- Most suggestions were about ‘Improving information available/Communications’, which accounted for 53% of all suggestions received [Table 9, Chart 12].
- Around 42% of suggestions have been about Best Start Grant and Best Start Foods, with smaller proportions for other benefits or not specific to a benefit [Table 8].
- In 2021/22, 25 suggestions were received, which is ten more than in 2020/21 [Table 8].
- Of these, 26% related to Child Disability Payment, followed by 22% for Best Start Grant and Best Start Foods [Table 8]. This is the first year that suggestions have been recorded for Child Disability Payment as it launched nationally in November 2021.
- A small number of suggestions were recorded for Adult Disability Payment, but this number is too small to report [Table 8]. The pilot for Adult Disability Payment launched in three local authorities in Scotland in March 2022.

Chart 12: Suggestions by reason to 30 September 2021



Background to Feedback

Social Security Scotland is the executive agency of Scottish Government which is responsible for delivering social security benefits for Scotland. Social Security Scotland was introduced on 4 September 2018. Feedback (complaints, compliments, and suggestions) has been received by Social Security Scotland since it was introduced in September 2018. Feedback can be about a particular benefit or not specific to a benefit.

Initially feedback was received by telephone, email or letter. Webchat was introduced as a communication channel to Social Security Scotland from 1 May 2020. Social media was added to the feedback recording system from April 2021, and includes complaints received through telephone, email, letter or webchat that were originally signposted via social media.

The volume of feedback received will be related to the number of live benefits and clients. New benefits have launched over time, potentially bringing more people in touch with Social Security Scotland. Benefit launch dates and application/payment volumes are summarised on the next page.

Stage 1 and Stage 2 complaints

Complaints fall under the Scottish Public Services Ombudsman (SPSO) and their complaints handling procedure. This sets out a two Stage internal complaints process. Frontline resolution – Stage 1, allows 5 working days to respond to the client's complaint. From January 2020, an extension of five working days can be added to this initial timescale by Social Security Scotland where it will be beneficial to the client. Prior to this, extensions had to be agreed with the client. For Stage 1 complaints it may be more appropriate to escalate the complaint to Stage 2 rather than applying an extension. Where a client remains unhappy with the response to a Stage 1 complaint, they can proceed to investigation – Stage 2, which allows 20 working days to investigate and provide a response. Again, since January 2020 an extension of five working days can be added to this timescale by Social Security Scotland if required, whereas prior to this extensions were agreed with the client. If the client still remains unhappy then they can choose to take their complaint to the Scottish Public Services Ombudsman.

A small number of complaints went straight to investigation – Stage 2. Not all complaints are suitable for frontline resolution and not all complaints will be satisfactorily resolved at that stage. Complaints handled at the investigation stage of the complaints handling procedure are typically complex or require a detailed examination. Examples of this include:

- the client/appointee refuses to take part in frontline resolution
- the issues raised are complex and require detailed investigation
- the complaint relates to serious, high-risk, or high-profile issues

Benefit	Start date	2018/19	2019/20	2020/21	2021/22	All time	Complaints to March 2022
Best Start Grant/Best Start Foods - Pregnancy and Baby Payment - Best Start Grant Early Learning Payment - Best Start Grant School Age Payment - Best Start Foods	10 Dec 18 29 Apr 19 3 Jun 19 12 Aug 19	19,480 applications	128,070 applications	118,605 applications	84,185 applications	350,345 applications	505
Carer's Allowance Supplement	3 Sep 18	86,570 carers in receipt	89,260 carers in receipt	91,565 carers in receipt	90,240 carers in receipt	126,055 carers in receipt	125
Scottish Child Payment	9 Nov 20 (applications) 15 Feb 21 (payments)	n/a	n/a	104,570 applications	53,185 applications	157,755 applications	105
Child Disability Payment	16 Jul 21 (pilot) 22 Nov 21 (national)	n/a	n/a	n/a	9,570 applications	9,570 applications	80
Funeral Support Payment	16 Sep 19	n/a	3,975 applications	8,685 applications	8,710 applications	21,375 applications	40
Child Winter Heating Assistance	27 Nov 20	n/a	n/a	18,315 payments	19,865 payments	38,180 payments	10
Job Start Payment	17 Aug 20	n/a	n/a	3,190 applications	6,915 applications	10,105 applications	5
Young Carer Grant	21 Oct 19	n/a	1,750 applications	3,375 applications	3,930 applications	9,055 applications	0
Adult Disability Payment	21 March 22 (pilot)	n/a	n/a	n/a	520 applications	520 applications	0

Note: Annual figures are based on the latest Official Statistics publications, but may be revised when the statistics are updated.

Complaint reasons

Complaint reasons are categorised by Social Security Scotland staff based on the information received from clients. Complaint reasons were amended from 12 March 2021 to better reflect types of complaints received and provide more focussed data to inform improvement activity. In the table below, complaints received prior to 12 March 2021 have been mapped to new categories as set out below. 'Client expectation not met - Information provided' is a new category that does not map onto previous complaint reasons.

Previous categories	New categories	Description
Inadequate standard of service	Client expectations not met – Quality of service	Should be used where we have provided the client with a service which is below the expected standard.
Failure to provide a service	Client expectations not met – Accessing services	Should be used where we have not delivered a service e.g. online application form unavailable
Dissatisfaction with Scottish Government policy	Client expectations not met - Policy and procedures	Should be used when client is unhappy with Social Security Scotland's policy or procedures.
Disagreement with a decision	Disagreement with a decision	Use only for benefits with no right of appeal
Failure to follow the appropriate process	Client expectations not met – Timescales	Should be used where we did not meet published timescales.
Treatment by or attitude of a member of staff	Client expectations not met - Treatment by member of staff	Should be used where the service provided by a staff member was not at the expected standard.
N/a	Client expectations not met - Information provided	Should be used where the client is unhappy about information provided on Social Security Scotland websites, social media, advertising or letters.

For the purposes of this publication we have removed the prefix 'Client expectations not met' from these categories.

Complaint outcomes

Possible outcomes for complaints are:

- Upheld – the client’s complaint has been upheld, as it meets the terms in the definition of a complaint.
- Not upheld – the client’s complaint was not upheld because it did not meet the terms in the definition of a complaint.
- Partially upheld – if the client makes a complaint raising more than one issue, one part (or parts) of the complaint may meet the terms in the definition of a complaint, and other(s) do not. In this case the complaint would be partially upheld.
- Resolved - if a client has made a complaint and their complaint is resolved without the need to look further into why something went wrong or to mark it as upheld or not upheld. This outcome was introduced on 12 April 2021.

In this publication complaint outcomes are counted separately for Stage 1 and Stage 2. A complaint that progressed from Stage 1 to Stage 2 will have two outcomes.

Compliments and suggestions

Compliments and suggestions should be recorded within five working days. Suggestions are investigated and the outcome is provided directly to the client.

About the data

How the data is collected

The data in this publication is primarily sourced from Social Security Scotland's case management system. The system holds information on all feedback received, including:

- type of feedback (complaint, compliment, suggestion)
- date received
- channel by which feedback was received (e-mail, telephone, letter, webchat)
- benefit (or no specific benefit)
- reason for feedback, chosen from defined lists of possible categories
- where applicable, the date that feedback was actioned
- outcome of any decisions, selected from a defined list of possible outcomes

The information is held across multiple tables within the system. 100% extracts of administrative data are taken from this system every month for internal reporting purposes. Data cuts combine information from the different tables in the system into one monthly extract which includes details of all feedback made since September 2018. The data cut used to produce statistics for this publication was taken on 2 May 2022.

Quality assurance

The data used to produce the figures has been checked on a case by case basis with clerical records used for internal reporting within Social Security Scotland, and discrepancies investigated.

Additional quality assurance and cleaning has been carried out on specific variables:

- The dataset has been checked for duplicate records based on Case ID number.
- Variables have been checked for missing information.
- Feedback received dates and decisions dates have been checked to see whether they fall within expected ranges (e.g. after September 2018) and are consistent with those produced by clerical records.
- Feedback channels, reasons, benefits and outcomes have been checked for consistency with those produced by clerical records.
- For complaints, the benefit that a complaint refers to and reason for the complaint have been checked for consistency between Stage 1 and Stage 2.

Once the data is aggregated and copied into the publication and supporting Excel tables, the final statistics are quality assured by a different member of the statistics team. The final documents are checked by the lead statistician.

Data Quality

Comparison to clerical data

Data from the case management system has been compared to clerical records. Discrepancies have been investigated with the Client Experience team, and errors in case management system data have been manually fixed to match the clerical record where necessary. Discrepancies included:

- A small number of items of feedback received had a date before September 2018, or had the date of feedback being recorded rather than date received. There were also errors in date feedback was received and decisions were made on the case management system due to migration of feedback information onto the case management system during the first months following the launch of Carer's Allowance Supplement. Dates have been amended back to the original dates received and decided with reference to the clerical records.
- Some feedback had discrepancies in channel, reason or outcome between the case management system and clerical records. Each of these cases have been investigated with the Client Experience team and corrected.
- Some feedback on the case management system is recorded as being not benefit specific. While this is true in some cases, in others this occurs where benefit information is missing. Missing benefit information has been completed with reference to clerical records.
- In a small number of cases the Stage 1 and Stage 2 of one complaint have been recorded as two separate complaints on the case management system. These have been merged back into one complaint where necessary.
- The case management system includes a small number of complaints where the outcome is recorded as 'Deleted'. In some cases these are complaints that have been created in error, and these have been removed from the dataset used to produce the figures in this publication. In others cases the outcome of the complaint has been amended from 'Deleted' to the correct outcome of the complaint.

Rounding and disclosure control

Feedback numbers have been rounded to the nearest five for disclosure control. Figures may not sum due to rounding. Percentages are based on actual figures and rounded to the nearest percent. Some percentages have been suppressed to prevent back-calculation of small numbers.

Channel

Complaint channel is based on the first channel given for a complaint when it was received at either Stage 1 or 2.

Telephone, email and letter have been available for clients to use to complain since 2018. Telephone was unavailable from mid-March to mid-April 2020 due to the impact of COVID-19.

Webchat was introduced as a communication channel from 1 May 2020. However, webchat was only added to the feedback recording system in February 2021. Where a complaint was received before February 2021, but the complaint notes indicate the complaint was received through webchat, we have counted this complaint as being received by webchat. It is possible that there were further complaints by webchat that have not been identified – these will be counted under ‘telephone’.

Social media complaints have been recorded since 12 April 2021. Complaints are classed as ‘social media’ when a client complains through a social media platform and is signposted by Social Security Scotland communications to make a complaint through one of the other channels, and the client does so. If a client is signposted but does not make a complaint through one of the other channels, their complaint is not recorded. Prior to 12 April 2021, social media was monitored but this type of complaint could not be recorded, and will have been counted as telephone, email, letter or webchat.

Stage 1 and Stage 2 complaints

For complaint benefit and reason, we have used the first recorded benefit or reason with a complaint. In general, benefit and reason are not expected to change between Stage 1 and Stage 2, although this may be possible in some cases.

For complaint outcomes, if an application had both a Stage 1 and Stage 2 complaint outcome, we have counted this as two separate outcomes – a complaint that progressed from Stage 1 to Stage 2 will have two outcomes.

Complaints that went straight to Stage 2 are included in total complaints and Stage 2 complaints figures, and used to calculate the percentage of complaints reaching Stage 2.

Processing time

Processing time is the number of days from the complaint being received to a decision being made. It is calculated in working days. Weekends and public holidays are excluded. The time of day that a complaint was received or processed is not taken into account. The day the complaint was received is counted as ‘day one’ of processing, regardless of the time of day a complaint was received. For example, a complaint received and processed on the same day would have a processing time of one working day. A complaint received on one day and processed on the next working day would have a processing time of two working days.

Withdrawn complaints have not been included in median processing times statistics. Numbers of withdrawn complaints are relatively small [Table 5], therefore this has had little impact on average processing times.

Processing times are calculated separately for each complaint stage. Where an extension has been agreed on a Stage 1 or Stage 2 complaint, complaints will be classed as having been processed 'within agreed timescales' if they were processed within these extensions **[Table 4]**. Complaints classed as not being closed within an extension include those that were completed after the extension end date, or completed after the initial timescale without an extension being applied.

Compliments and suggestions recording

Compliments and suggestions are passed on to the Client Experience team to be recorded. When Social Security Scotland staff have high work volumes it is possible that fewer compliments and suggestions will be passed on. This may be the reason for lower volumes of compliments and suggestions received during 2020/21, as a result of the impact of COVID-19.

Comparisons with DWP complaints statistics

The Department for Work and Pensions has a different feedback process to Social Security Scotland, and as such, the Department for Work and Pensions complaints, compliments and suggestions statistics are not directly comparable to these statistics.

Further information about complaints at the Department for Work and Pensions and links to their latest statistics are available at:

<https://www.gov.uk/government/collections/complaints-about-the-department-for-work-and-pensions>.

Related Social Security Scotland publications

Statistics about individual benefits are published at:

<https://www.socialsecurity.gov.scot/about/statistics/social-security-scotland-statistics-publications>

All research and statistics publications will be available through the Social Security Scotland 'Publications' webpage at:

<https://www.socialsecurity.gov.scot/publications>. This includes qualitative analysis of feedback comments made by clients during the application process for benefits.

An Official Statistics publication for Scotland

Official and National Statistics are produced to high professional standards set out in the Code of Practice for Official Statistics. Both undergo regular quality assurance reviews to ensure that they meet customer needs and are produced free from any political interference.

Correspondence and enquiries

For enquiries about this publication please contact:

██████████
Social Security Scotland – Analysis and Insights

Telephone:

e-mail: MI@socialsecurity.gov.scot

For general enquiries about Scottish Government statistics please contact:

Office of the Chief Statistician, Telephone: 0131 244 0442,

e-mail: statistics.enquiries@██████████.gsi.gov.uk

How to access background or source data

The data collected for this statistical bulletin:

are available in more detail through statistics.gov.scot

are available via an alternative route. Summary tables are available at:

<https://www.gov.scot/collections/social-security-scotland-stats-publications/#socialsecurityscotlandfeedbackstatistics>

may be made available on request, subject to consideration of legal and ethical factors. Please contact MI@socialsecurity.gov.scot for further information.

cannot be made available by Scottish Government for further analysis as Scottish Government is not the data controller.

Complaints and suggestions

If you are not satisfied with our service or have any comments or suggestions, please write to the Chief Statistician, 3WR, St Andrews House, Edinburgh, EH1 3DG, Telephone: (0131) 244 0302, e-mail statistics.enquiries@scotland.gsi.gov.uk.

If you would like to be consulted about statistical collections or receive notification of publications, please register your interest at www.gov.scot/scotstat

Details of forthcoming publications can be found at www.gov.scot/statistics

Crown Copyright

You may use or re-use this information (not including logos) free of charge in any format or medium, under the terms of the Open Government Licence. See: www.nationalarchives.gov.uk/doc/open-government-licence/