

ARTICLE

Delivering diversity and equality

Published 04/12/2024

Our vision is to be a world leading diverse employer where people can be themselves at work, ensuring that all colleagues feel comfortable and valued, and free to contribute fully and to the best of their ability.

We treat everyone with dignity and respect and expect colleagues to do the same.

Everyone should have equality of opportunity and work in an environment free from unfair discrimination and harassment, irrespective of irrelevant differences (some of which are [protected by legislation](#)).

Our approach

Our Employer Equality outcomes are:

- outcome 1: our workforce increases in diversity to reflect the general Scottish population by 2025
- outcome 2 : foster an inclusive workforce culture and value the contribution of employees from all backgrounds

Our approach is guided by the [In the Service of Scotland mission, vision and values](#), which sets a new standard for embedding inclusion into everything that we do.

The full range of actions we are taking and the progress we are making towards achieving our employer equality outcomes is set out in the [Scottish Government Mainstreaming Equalities Report](#), which is published every two years.

Specific actions to drive change are set out in our:

- [race recruitment and retention action plan](#)
- [recruitment and retention action plan for disabled people](#)
- [socio-economic diversity strategic statement](#)
- [trans equality and inclusion policy](#)

Roles and responsibilities

Everyone has a part to play in embedding equality of opportunity and building a more inclusive workplace:

- declare your diversity in confidence through the [diversity monitoring information](#) on eHR and participate in the annual People Survey to inform and shape continuous improvement of corporate policy, services and working practices
- set a meaningful [diversity and inclusion objective](#) to take action throughout the year to embed equalities and build an inclusive workplace culture
- complete the [inclusive culture training for all staff](#) and [inclusive recruitment training](#) for recruitment panel members
- explore the [diversity and inclusion resources](#) on Pathways to build your personal learning journey
- understand when and how to carry out [equality impact assessments](#)
- explore the [employee passport](#) which recognises any of us may experience a condition or circumstance that impacts us at work at some point in our career and helps explore the range of informal and formal workplace adjustments available
- join and get involved in [staff diversity networks](#) or one of the recognised [Scottish Government trade unions](#)

Everyone should understand their rights and responsibilities under the [Equality Act 2010](#) and our [public sector equality duties](#).

Help

Contact the [diversity team](#) if you have any questions.

Contacts

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

Policy reference [1]

Published on [21 April 2022]

Scheduled for review in [April 2025]



formal complaint about a minister's or former minister's behaviour, the [updated procedure for handling 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

Policy reference [1]

Published on [21 April 2022]

Scheduled for review in [April 2025]



- **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

Policy reference [1]

Published on [21 April 2022]

Scheduled for review in [April 2025]



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](#).

Policy reference [1]

Published on [21 April 2022]

Scheduled for review in [April 2025]

4



Scottish Government
Riaghaltas na h-Alba
gov.scot

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 concerns 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

Policy reference [1]

Published on [21 April 2022]

Scheduled for review in [April 2025]



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

Policy reference [1]

Published on [21 April 2022]

Scheduled for review in [April 2025]



- **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.



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 concerns 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



Performance appraisal – diversity and inclusion objectives

Page 1 - Your diversity and inclusion objective

Having a diversity and inclusion objective is mandatory for all staff. As part of that, you're expected to complete annual mandatory Inclusive Culture learning. Although this is not the sole indicator of performance against the diversity and inclusion objective, completion is the expected minimum standard in order to obtain an achieved objective marking.

You're responsible for having a meaningful diversity and inclusion objective, so together we can work towards:

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

We can all drive positive changes in our work, no matter the role or work area. The key message is **everyone** can make a difference.

Find out more about how to create you objective <link to next page>.

Page 2 - Creating your diversity and inclusion objective

Before creating your objective you should set yourself an expectation of where you want to get with it. These expectations are a guide and should provide a baseline to setting your objective. You should aim to a level which feels like a positive challenge for you.

Expectation examples

- **Band A** - acts in building an inclusive culture at team level
- **Band B** - acts in advancing equality at team level and shares knowledge across teams
- **Band C** - drives advancements in equality and effectively collaborates across teams in the directorate
- **Senior Civil Service** - drives, builds and nurtures advancements in equality by actively role modelling inclusive behaviours and best practises across directorates and organisation

There are three stages to help you create a diversity and inclusion objective:

1. Choosing your area of impact.
2. Deciding your group of focus.
3. Writing your objective.

1. Choosing your area of impact

You should choose if your objective will work towards business delivery or relationships. You can also select a specific diversity and inclusion role, if this is more relevant to you.

Business delivery examples

Business delivery involves taking actions to embed equality in your day-to-day role, in areas such as:

- accessibility
- Equality Impact Assessments
- inclusive communications
- procurement
- recruitment
- stakeholder engagement

Relationships examples

If you focus on relationships you will look to build an inclusive culture in your teams and wider organisation. Areas you can do this in are:

- allyship
- management
- creating safe spaces
- mutual mentoring
- role modelling

Diversity and inclusion role examples

You can choose a diversity and inclusion role as your objective such as:

- accessibility champion
- Equality Impact Assessment champion
- executive team ally
- diversity and inclusion facilitator
- diversity and inclusion local lead
- network committee member or chair role
- Senior Civil Service champion

2. Deciding your group of focus

You should decide on a group of focus for your objective. Identifying a protected characteristic or marginalised group gives your diversity and inclusion objective a specific focus. Depending on the objective, your actions may benefit multiple groups.

Protected characteristics are:

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race
- religion and belief
- sex
- sexual orientation

You can also choose a marginalised group not covered in the Equality Act protected characteristic definitions. An example of this is people who are from lower socio-economic backgrounds.

3. Writing your objective

Test your proposed objective against our five questions. These questions will help you focus on a specific aim and how you will achieve this in your annual performance year. The answers will help you draft your objective.

Questions

1. What inequality does my diversity and inclusion objective aim to reduce?
2. What are the actions required to achieve my objective?
3. Are my actions clear within my objective?
4. How will I effectively measure a reduction in this inequality?
5. How do these actions contribute effectively to reducing the inequality?

Diversity and inclusion objective examples

Example diversity and inclusion objectives are available in the following links which you can use and adapt to suit your role or work area.

- [Band A examples](#)
- [Band B examples](#)
- [Band C examples](#)
- [Senior Civil Service examples](#)

- Diversity and inclusion roles examples

Template

Create your own diversity and inclusion objective using this template.

Page 3 - Diversity and inclusion learning

Everyone has mandatory diversity and inclusion learning you must complete.

An updated e-learning is due to launch soon. Inclusive Recruitment is available currently for everyone involved in any recruitment exercises, including panel members.

Additional learning

Additional learning resources are available on Saltire and in the diversity and inclusion section on Pathways such as:

- social model of disability
- accessibility Saltire pages
- race equality
- inclusive communications

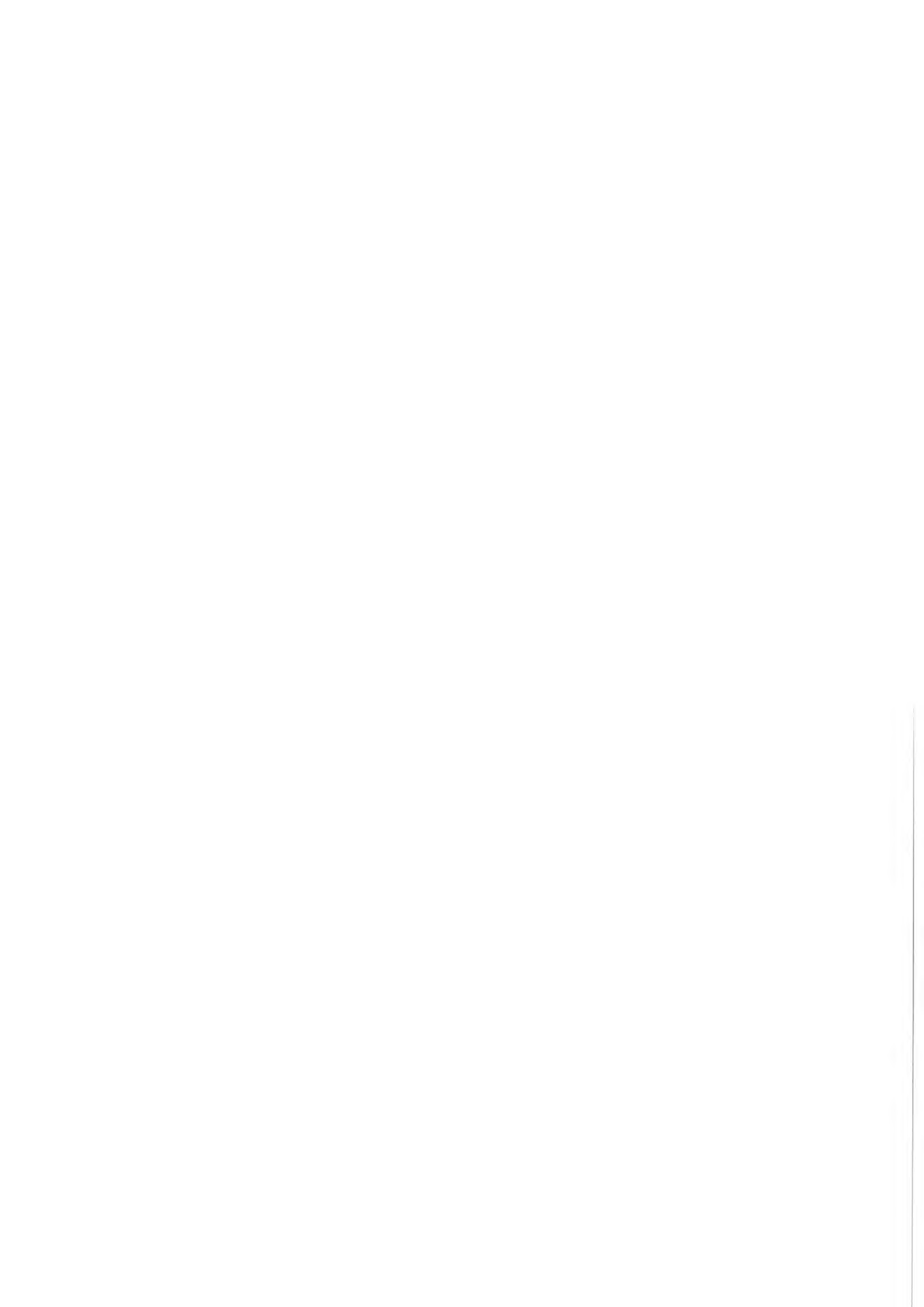
You can also identify other relevant learning for your objective. You should complete the training which will help you achieve your diversity and inclusion objective.

All relevant learning you complete should be included in your objective and linked to your Personal Learning Plan.

Contact panel

The diversity and inclusion team would like your feedback on setting your diversity and inclusion objective, as they continue to test this approach.

Email the [diversity and inclusion team mailbox](#).



GUIDE

Performance appraisal - diversity objectives

Published 28/10/2024

1. Your diversity and inclusion objective
 2. Diversity and inclusion objective examples
 3. Creating your diversity and inclusion objective
-

Creating your diversity and inclusion objective

You can build your own diversity and inclusion objective if you have an idea you would like to bring forward. You might choose to develop your diversity and inclusion objectives as a team and work collaboratively on achieving an aim.

To check if your objective is meaningful, test your proposed objective against our five questions. These questions will help you focus on a specific aim and how you will achieve this. The questions will help you to establish actions for your objective throughout the year.

You can also refer to the recorded learning aimed at supporting you to [build your objectives](#).

When drafting your diversity and inclusion objective, it's important to ask yourself:

- what inequalities does my diversity and inclusion objective aim to reduce?
- what are the actions required to achieve my objective?
- are my actions clear within my objective?
- how will I effectively measure a reduction in this inequality?
- how do these actions contribute effectively to reducing the inequality?

Previous

Diversity and inclusion
objective examples

- Band A - builds an inclusive culture at team level
- Band B - advances equality at team level and shares knowledge across teams
- Band C - drives advancements in equality and effectively collaborates across teams in the directorate
- Senior Civil Service - drives, builds and nurtures advancements in equality by actively role modelling inclusive behaviours and best practices across directorates and the organisation

You can also use your diversity and inclusion objective to get involved in delivering diversity and inclusion strategy projects with the diversity and inclusion team, [complete this form to volunteer](#).

Previous

Your diversity and inclusion objective

Next

Creating your diversity and inclusion objective

Contacts



Diversity and inclusion team mailbox
diversityteam@gov.scot

Related links

- [Accessibility - an introduction](#) >
- [Inclusive communication and behaviour](#) >
- [Inclusive recruitment](#) >

GUIDE

Performance appraisal - diversity objectives

Published 28/10/2024

1. Your diversity and inclusion objective
2. Diversity and inclusion objective examples
3. Creating your diversity and inclusion objective

Diversity and inclusion objective examples

You can choose an example to use as your diversity and inclusion example or you can create your own. You should plan your actions throughout the performance year from learning and delivery through to reviewing your objective.

You can view an [example of how you can plan the actions behind the objective](#).

You can also view some [full examples to use as your objectives](#):

- accessibility champion
- inclusive meeting and events coordinator
- mutual mentoring participant
- EQIA champion
- employee passport champion
- diversity and inclusion team lead
- directorate diversity and inclusion group leader
- DG diversity and inclusion event coordinator
- staff diversity network roles
- support for staff diversity network conferences
- SCS champion
- employee insights member
- lived experience storytelling participant
- lived experience recruitment panellist

Each [example](#) can be tailored for your grade or [level of responsibility](#). There are suggestions of how you could do this, but you can adapt this to what feels like a positive challenge. Here is a guide according to band on expectations to tailor an example to your role:

GUIDE

Performance appraisal - diversity objectives

Published 28/10/2024

1. **Your diversity and inclusion objective**
2. Diversity and inclusion objective examples
3. Creating your diversity and inclusion objective

Your diversity and inclusion objective

Having a diversity and inclusion objective is mandatory for all staff. We can all drive positive changes in our work, no matter the role or work area. Everyone can make a difference.

Read more about [creating your diversity and inclusion objective](#).

You're responsible for having a meaningful diversity and inclusion objective, so together we can work towards:

- eliminating workplace barriers
- creating a fair and inclusive workplace culture
- creating opportunities in our systems, processes and practices
- driving equality in the work you do as an individual, team, directorate or network

As a minimum standard to achieve this objective, you are expected to complete annual [mandatory inclusive culture learning](#), unless your manager considers there is a [legitimate reason for non completion](#).

In practice, diversity and inclusion objectives should involve more than completing mandatory training.

You can identify and include additional learning for your objective. And should complete the relevant training which will help you achieve your diversity and inclusion objective.

GUIDE

Performance appraisal - diversity objectives

Published 28/10/2024

1. **Your diversity and inclusion objective**
2. Diversity and inclusion objective examples
3. Creating your diversity and inclusion objective

Your diversity and inclusion objective

Having a diversity and inclusion objective is mandatory for all staff. We can all drive positive changes in our work, no matter the role or work area. Everyone can make a difference.

Read more about [creating your diversity and inclusion objective](#).

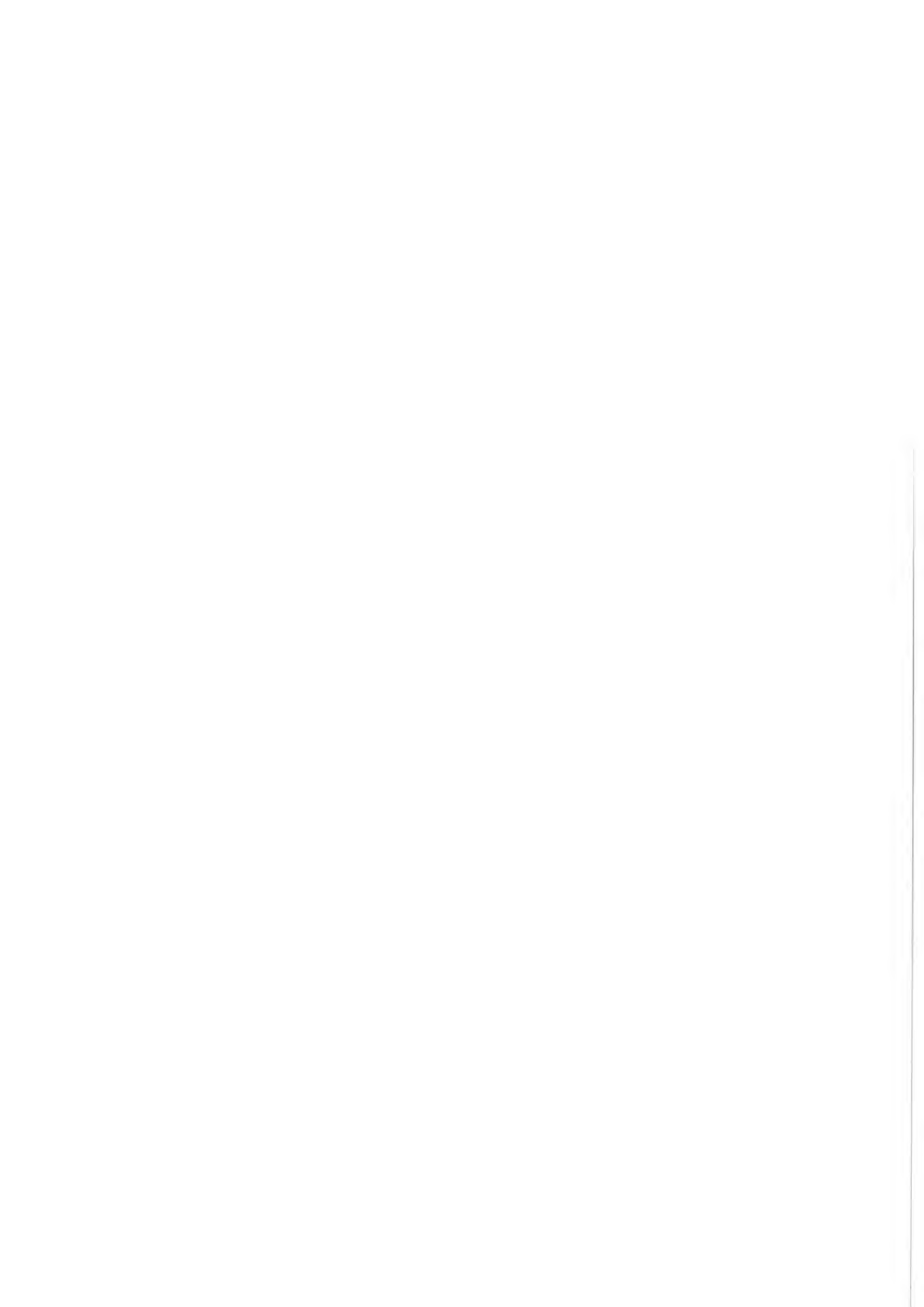
You're responsible for having a meaningful diversity and inclusion objective, so together we can work towards:

- eliminating workplace barriers
- creating a fair and inclusive workplace culture
- creating opportunities in our systems, processes and practices
- driving equality in the work you do as an individual, team, directorate or network

As a minimum standard to achieve this objective, you are expected to complete annual [mandatory inclusive culture learning](#), unless your manager considers there is a [legitimate reason for non completion](#).

In practice, diversity and inclusion objectives should involve more than completing mandatory training.

You can identify and include additional learning for your objective. And should complete the relevant training which will help you achieve your diversity and inclusion objective.



GUIDE

Disability and you

Published 06/12/2024

1. **Disability in the workplace**

2. Telling us about your disability

3. Managing a colleague with a disability

4. Workplace adjustments for colleagues with disabilities

5. Workplace adjustments - what to do

6. Filling posts

7. Disability and performance management

8. Personal emergency evacuation procedure

Disability in the workplace

We want our workplaces to be environments where colleagues with a disability feel respected and supported. We are fully committed to equal opportunity in the workplace, both in principle and in practice. We always aim to meet the standards of the Equality Act and treat everyone with dignity and respect.

We've set out the actions we'll take as an employer to support more disabled people into work in Scottish Government and to enable existing disabled employees to thrive and succeed at work. Read ['A Fairer Scotland for Disabled People - Scottish Government Recruitment and Retention Plan for Disabled People 2019'](#).

What does disability mean?

A disability is a physical or mental impairment which has a substantial and long-term, adverse effect on a person's ability to carry out normal day-to-day activities. One or more of the following must be affected:

- mobility
- manual dexterity
- physical coordination
- continence
- ability to lift, carry or otherwise move everyday objects
- speech, hearing or eyesight
- memory or ability to concentrate, learn or understand
- perception of the risk of physical danger

It's important to focus on how the person is affected, rather than on the particular impairment. Any person who has had a disability in the past that meets the above definition is also protected by the Equality Act.

Next

Telling us about your
disability

Contacts



HR Online

<https://ifix.systems.gov.scot/assystnet/application.jsp#services/227>

Related links

[A Fairer Scotland for Disabled People - Scottish Government Recruitment and Retention Plan 2019](#) >

[Counselling and Wellbeing Service](#) >

[Disabled Staff Network](#) >

[Employee Assistance Service](#) >

[Oracle Cloud - completing your diversity information](#) >

Related Documents

No items to show at the moment

Tags

Saltire

Systems

[Applicant tracking](#)

[eRDM](#)

[MiCase](#)

[Oracle Cloud](#)

[Pathways](#)

[PQ Tracker](#)

Top tasks

[Claim overtime](#)

[Find job vacancies](#)

[Flexi - clock in or out](#)

[Handling FOI requests](#)

[Request annual leave](#)

[Understand my payslip](#)

Communities

[Gov.scot website](#)

[Knowledge Hub](#)

[Scottish Parliament](#)

[Staff networks](#)

[Viva Engage](#)

Here to help

[Accessibility statement](#)

[Employee Assistance](#)

[First aiders](#)

[HR Online](#)

[iFix](#)

[Library and research](#)

[Security incidents](#)

[Staff directory](#)

ARTICLE

An overview of SG Diversity Staff Networks

Workplace communities are often referred to as networks and can exist in many forms. Scottish Government Diversity Staff Networks are distinct from other staff groups. They align to a characteristic protected by the Equality Act 2010 or recognised through the [Fairer Scotland Duty](#).

Joining an SG Diversity Staff Network is an opportunity for colleagues to connect with peers. They remove barriers to participating by encouraging members to help positively shape the culture of the Scottish Government and create safer and more inclusive workplaces. Some may also choose to use their lived experience to increase understanding of the challenges faced by their members to the wider organisation. They may work with corporate teams on action to improve experience at work.

Within a community sharing a protected characteristic there may be a range of needs, interests and experiences, so there may be more than one Diversity Staff Network and their activities can vary. Colleagues can join more than one network, depending on their circumstances.

Diversity Staff Networks are championed by Lesley Fraser, the overall Executive Team Diversity and Inclusion Ally and Chair of the [SG Diversity and Inclusion Governance Group](#). This group oversees implementation of the [SG Employer Diversity and Inclusion Strategy](#).





Each community has identified a designated Diversity Staff Network. This is the network which has taken on the additional responsibility of being the collective voice for all Diversity Staff Networks sharing the same characteristic in corporate diversity and inclusion governance.





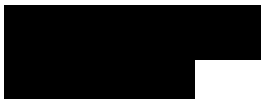

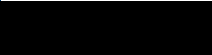
They are supported by an ally from the Executive Team and at least one Senior Civil Service (SCS) Champion.

Find out more about the role of Diversity Staff Networks on [Pathways](#), [express your interest in becoming an SCS Champion](#) or explore and connect with other

groups on [Viva Engage](#), including: SG Armed Forces and Veterans Network, Carers Network and Modern Apprentice Network.

The following table lists recognised Diversity Staff Networks and staff groups they collaborate with. Follow links for information on more specific activities for each.

Characteristic	Diversity staff networks	SCS champion(s)	Executive Team ally
Impairment, condition or disability	<p>Mental Health and Wellbeing Network</p> <p>Neurodiversity Network</p> <p>Neurodiversity Peer Support Network</p> <p>Designated Diversity Staff Network: Disabled Staff Network</p> <p>Related staff interest groups:</p> <ul style="list-style-type: none"> • Blind and Visually Impaired Staff Forum • ME - Chronic Fatigue Syndrome Network • ME/CFS/Long Covid and Post Viral Fatigue Network • IBS Network 		
Race, nationality and national origins	<p>Black Identity Group</p> <p>Minority Ethnic Women's Group</p> <p>EU Nationals Network</p> <p>Race Allies Network</p>		

Characteristic	Diversity staff networks	SCS champion(s)	Executive Team ally
	Designated Diversity Staff Network: Race Equality Network		
Religion and belief	Christian Network Faith and Belief Network Jewish Network Muslim Network Pagan Network Sikh Network Designated Diversity Staff Network: Faith and Belief Network		
Sex	Minority Ethnic Women's Network Men's Mental Health Network Designated Diversity Staff Network: Women's Development Network Related staff interest groups: <ul style="list-style-type: none"> • Menopause Warriors 		
Sexual orientation and gender reassignment	Designated Diversity Staff Network: LGBTI+ Network		
Socio-economic background	Designated Diversity Staff Network: Socio-Economic Diversity Network		

There are no active Diversity Staff Networks affiliated with the protected characteristics of age; marriage and civil partnership; or pregnancy and maternity. If you are interested in supporting a Diversity Staff Network in one of these areas, [contact the network mailbox](#).

Tags

Saltire

Systems

Applicant tracking

eRDM

MiCase

Oracle Cloud

Pathways

PQ Tracker

Top tasks

Claim overtime

Find job vacancies

Flexi - clock in or out

Handling FOI requests

Request annual leave

Understand my payslip

Communities

Gov.scot website

Knowledge Hub

Scottish Parliament

Staff networks

Viva Engage

Here to help

Accessibility statement

Employee Assistance

First aiders

HR Online

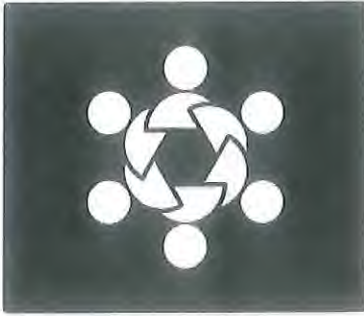
iFix

Library and research

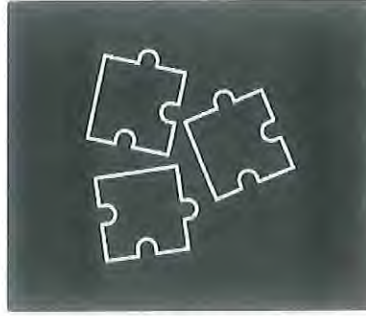
Security incidents

Staff directory

Diversity And Inclusion



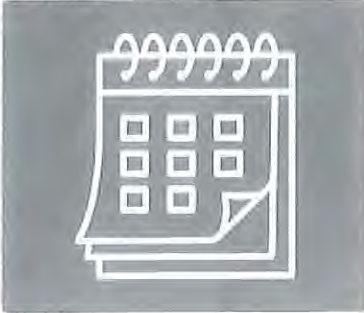
1. DIVERSITY AND INCLUSION
GOVERNANCE GROUP



2. DIVERSITY AND INCLUSION
STRATEGY



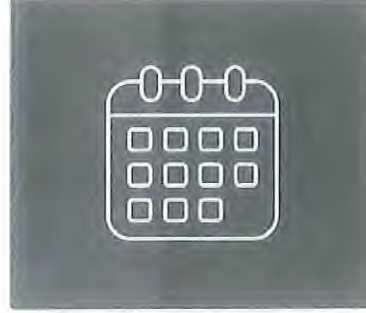
7 ASKS



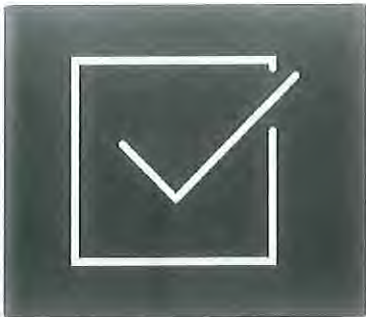
AGE



ALLYSHIP



CALENDAR OF NETWORK
EVENTS



D&I OBJECTIVES



DISABILITY



EQIA FOR DG CORPORATE



EQUALITY AND HUMAN RIGHTS
RESOURCES



GENDER REASSIGNMENT AND
TRANSITIONING



HUMAN LIBRARY



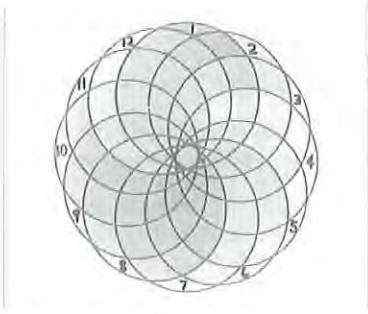
INCLUSIVE COMMUNICATION



INCLUSIVE CULTURE



INCLUSIVE LEADERSHIP



INTERSECTIONALITY



MARRIAGE AND CIVIL
PARTNERSHIPS



NETWORK DEVELOPMENT



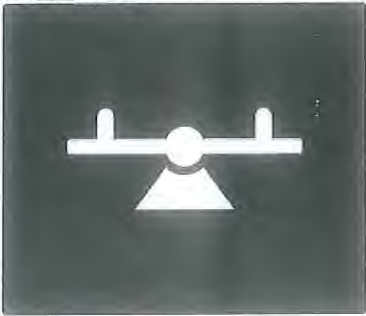
PREGNANCY AND PARENTHOOD



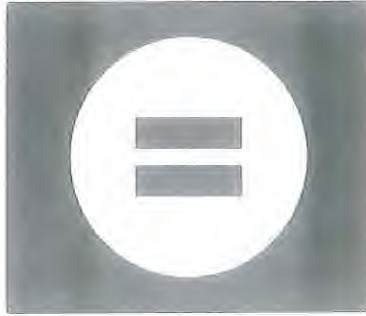
RACE



RELIGION OR BELIEF



SCOTTISH GOVERNMENT
MUTUAL MENTORING



SEX EQUALITY



SEXUAL ORIENTATION



SOCIO-ECONOMIC
DEVELOPMENT