

# **Equal Opportunities in the National Assembly for Wales**



## **Equality Training and Awareness Raising Strategy For Assembly Staff**

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## **Equality Training and Awareness Raising Strategy**

### **Contents**

Foreword

Executive Summary

1. Introduction	Page 1
2. Background	Page 5
3. Current Position	Page 7
4. The Need for Understanding	Page 14
5. Equality Training and Awareness Raising Methods and Objectives	Page 17
6. Developing the Training and Awareness Strategy	Page 21
7. The Way Forward	Page 24
8. Evaluation of Equality Training	Page 36
9. Timescale	Page 38
10. Conclusion	Page 40

Action Plans

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National Assembly for Wales**

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**Foreword**

[Edwina Hart]

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# **Equal Opportunities in the National Assembly for Wales**

## **EQUALITY TRAINING AND AWARENESS RAISING STRATEGY FOR ASSEMBLY STAFF**

### **EXECUTIVE SUMMARY**

#### **Introduction**

- 1.1 It is the intention of the National Assembly for Wales that it be recognised as an organisation that appreciates the benefits for all of a diversified society, culture and workforce.
- 1.2 In order to meet this intention a number of policies and strategies have already been put in place. Policies and strategies are however, only as effective as those who operate them and have responsibility for them. It is important, therefore, that Assembly staff who have this responsibility be provided with the opportunity to obtain a good understanding and awareness of equality and diversity issues. Hence the need for a specific equality training and awareness raising strategy.

#### **Background**

- 1.3 To take forward the equality obligations and intentions of the National Assembly for Wales, the Equality Policy Unit (EPU) was established to provide advice and guidance on equality issues to the Assembly as a whole, and to act as a catalyst for change in taking forward equality issues. The first stage in identifying equality needs was an Equality Baseline Study carried out by the EPU.
- 1.4 From information obtained from the Baseline Audit and speaking to various Divisions within the Assembly, it appears that a significant number of Assembly staff have received little or no training or awareness raising on equality issues generally.
- 1.5 This relatively low level of awareness could lead to potential problems in productivity, policy formulation, accusations of discrimination and ultimately possible legal action against the Assembly ('vicarious liability') and the perpetrator as an individual.
- 1.6 This Equality Training and Awareness Raising Strategy has been developed to help staff at all levels and, as far as possible, has been designed to meet individual needs and preferences in the short, medium and longer term.

#### **The Approach**

- 1.7 Careful consideration was given to the approach to be taken in raising equality awareness in order to meet the needs of the culture and environment of the Assembly. First a number of stakeholders were identified (the Senior Civil Service (SCS), Senior Managers, Junior and Non-Management staff, Personnel and the Trade Union Side (TUS)). Whilst the objective is the same for each of the stakeholder groups it was considered that a case for a slightly different approach could be made for each stakeholder group.
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- 1.8 For example, managers with the National Assembly for Wales must be made aware of their responsibilities in preventing discrimination, harassment or bullying from occurring. At present, the relatively low level of awareness leaves the Assembly vulnerable if it is accused of discrimination/ harassment.
  - 1.9 Similarly, although the TUS representatives are also members of staff, they have different responsibilities as staff representatives and their specific needs must be addressed. In addition, whilst equality is not solely the responsibility of Personnel it is vital that Personnel staff receive the relevant specialist training and the continual awareness raising needed.
  - 1.10 In general, tailored and appropriate awareness raising will help all staff to appreciate the potential barriers and issues. Continual awareness raising and gaining experience of stereotyping and prejudice will further help but only when the staff become aware of and experienced in the effect of discrimination.

### **The Methodology**

- 1.11 In developing this strategy it was also recognised that there was a need to assess the current position regarding equality and diversity policies within the Assembly against best practices elsewhere.
- 1.12 To identify best practice in other organisation, research was carried out of how other companies developed an equality strategy. In addition the EPU met with representatives of recognised consultancies to discuss the modern methods of equality training and awareness raising available.
- 1.13 The overall methodology findings were that people undoubtedly internalise information and integrate skills effectively by using a variety of techniques, but unless these are systematically planned and tasked they can become too defined to have real outcomes.

### **The Strategy**

- 1.14 The strategy has, therefore, been developed taking note of the above approach and methodology and follows a modular, tailored programme for all staff with two important components. First a basic mandatory awareness module for all staff, followed by a 'menu' of ongoing awareness sessions on a variety of issues using a variety of delivery methods. Seeking to meet individual needs, circumstances and tailored to the work environment as far as is possible.
  - 1.15 Using this methodology, whilst the basic awareness module will be fixed in length and in general content, for the ongoing 'menu' staff will be provided with a flexible, modular programme offered in a range of time frames. For example 2 hour, ½ day and full day slots will be provided by, in the main, recognised external consultants.
  - 1.16 By way of example, for senior officials who are involved with Recruitment and Selection for Public Appointments, sessions will be provided that deal with equality issues that are related to recruitment and selection. They will be available in a series of two-hour or half day seminars or workshops and will be provided by recognised external consultants. It is proposed that this will be completed by December 2001.
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- 1.17 For the basic mandatory awareness module, Senior Civil Servants (G5 and upwards) will be provided with short seminars or workshops to be designed and delivered by a external facilitators in a series of two hour or half day sessions. It is proposed that these basic awareness modules be completed by end of December 2001
- 1.18 Senior Managers (HEO to G6) will be provided with basic mandatory awareness sessions facilitated by both internal and external facilitators in a series of 2 hour or half day seminars. It is proposed that this will be completed by end of February 2002.
- 1.19 Junior and non-management staff (AA to EO) will initially be provided with the basic mandatory awareness session from internal facilitators but it is also proposed that, wherever appropriate, individuals who are willing and able to deliver a development process for staff within their Division can do so. It is proposed that this will be completed by end of March 2002.
- 1.20 Personnel Management staff will receive specialist training and awareness raising sessions designed and delivered by internal and external facilitators. It is proposed that this will be completed by October 2001.
- 1.21 TUS staff will also receive specialist training and awareness raising sessions designed and delivered by internal and external facilitators. Its is proposed that this will be completed by October 2001.
- 1.22 As a separate but noteworthy group who could be identified as having specific needs, it is proposed to re-invite and/or newly identify suitable staff to act as Investigating Officers and Harassment Counsellors, but only after they have undergone the basic equality awareness training. It is proposed to identify suitable staff and provide sessions so that they can carry out this duty, to be completed by January 2002.

## **Conclusion**

- 1.23 It is proposed that the aim should be to complete basic mandatory Awareness Raising sessions for all staff by March 2002. It should be noted that Divisions may very well prefer this basic awareness training to take place across the stakeholder groups identified, this could also be accommodated given the flexible approach that has been adopted.
- 1.24 As indicated above, the second component, where additional awareness raising will continually need to be delivered to meet the needs of individual areas, will be available through a variety of means. For example, it is proposed to make greater use of information technology, day secondments, and regular short workshops.
- 1.25 The 'menu' of awareness raising modules will commence in October 2001 and will be ongoing, new modules being added as the need, staff numbers and facilitators are identified.
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- 1.26 The strategy itself, is to be taken forward by EPU, who will seek to pilot new and innovative ways of delivering equality training and awareness raising and to 'pass over' the modules that work (including the basic awareness module) into the training mainstream programme managed by PM. To fund this exercise some £180,000 has been delegated to the EPU from the Better Government – Invest to Modernise monies. As the Strategy must meet the needs of staff and the organisation, it is proposed to set in place a policy of continual review that will include regular feedback from staff and the key stakeholders.
- 1.27 By implementing the recommendations of this Training and Awareness Raising Strategy, the National Assembly for Wales, its employees, future employees and the people of Wales should look forward to a more inclusive, accessible and achievable lifestyle than ever before.
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# **EQUALITY TRAINING AND AWARENESS RAISING STRATEGY** **FOR ASSEMBLY STAFF**

## **1 INTRODUCTION**

- 1.1 The National Assembly for Wales has a statutory duty to promote equality of opportunity in the discharge of its functions. It also acts as an exemplar in its policies and actions to the rest of the public sector and as an advocate for equality for society at large. It is important, therefore, that it is recognised as an organisation that appreciates, promotes and exemplifies the benefits of a diversified society, culture and workforce. The people of Wales represent many different ethnic origins and beliefs and, as individuals, they have different needs depending on their cultural traditions, social-economic status, physical and mental ability, age, education and geographical location. It is, therefore, imperative that those who are responsible for developing and moulding the social, economic and cultural resources of Wales better understand the influence and responsibility they have to serve and meet the individual's need.
- 1.2 To assist the staff of the National Assembly for Wales, this Equality Training and Awareness Raising Strategy has been developed to help staff at all levels operate an effective equal opportunities policy. It also takes into account the commitment given to equality in the Assembly Corporate Strategy document Better Wales<sup>1</sup> and the observations and recommendations of the "Lifting Every Voice" Report<sup>2</sup>. It must be recognised however that training and awareness raising are only part of the Assembly's overall Diversity Strategy and cannot, in isolation, achieve the Assembly's commitment and aspiration to equality for all as defined in the Government of Wales Act (Sections 48 and 120).

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<sup>1</sup> Better Wales Document available at [www.betterwales.com](http://www.betterwales.com)

<sup>2</sup> McKenzie Report, March 2001, produced by Roger McKenzie TUC & PCS available at [pcs.org.uk](http://pcs.org.uk)

- 1.3 A number of policies and strategies have already been put in place, but it should be noted that policies and strategies are only as effective as those who operate them are willing and committed to equality and diversity. It is important that Assembly staff assume responsibility, but for them to do this they must have an understanding and awareness of equality and diversity issues. Hence the need for a specific equality training and awareness raising strategy.
- 1.4 Equality is not only about addressing attitudes and behaviour and how staff treat each other on a day by day basis. It is also about ensuring that there are no barriers, for example, in the recruitment and selection process; that jobs are structured in a way that allows staff to balance personal commitments with official responsibilities; about ensuring a fair allocation of work responsibilities; about ensuring that annual assessments are fair and just and that bias or prejudice does not play a part; about ensuring that personal development is offered to all whether to improve current performance or to develop skills necessary for progression within the Assembly; and about mainstreaming equality into the service that is provided, such as on advice given on policy.
- 1.5 It is too easy to think that people in Wales are able to achieve and obtain their individual needs on an equal or fair basis. The truth is much different. Difficulties can be experienced in the workplace and by those who receive the services provided by Assembly officials. Therefore, in line with its statutory obligations, the National Assembly of Wales is seeking to develop methods that can continually raise awareness of others' needs.

- 1.6 The Equality Training and Awareness Raising Strategy is not a short term “fix” and it is acknowledged that it must be regularly monitored and amended to take account of new findings, whether from research or public response. Never will the Assembly take it for granted that it has finished the job of understanding other’s needs. As the World changes so does the individual’s status and needs. Those who perform a duty on behalf of the National Assembly for Wales must always be aware of that and have the ability to adapt their understanding of how they can take account of and meet those needs.
- 1.7 When designing this strategy it was necessary to focus on who the participants would be. Consideration was, therefore, given to the very many different needs, levels of experience and knowledge involved, and whether the participants were private individuals, whether they were members of a team, branch or organisation as a whole. It was concluded that the focus needed to address all of these and to do that the training or awareness raising needs to take account of the general needs of the organisation, as well as the specific needs of the individual.
- 1.8 It was also necessary to consider why training and awareness raising was to be delivered. From the many discussions held and background reading undertaken, it was concluded that the answer was simply that everyone involved had a need, responsibility and right to know and understand what the law and the National Assembly of Wales expects of them. It was also important that everyone involved understood the practical benefits that training and awareness raising would provide in the undertaking of their day to day duties.

1.9 It was then necessary to consider who the deliverers would be and whether they should be internal and/or external. Again, from the many discussions held, it was concluded that the trainers and facilitators for the workshops and seminars, etc., would be chosen for their knowledge of the specific areas of equality. Also the trainers and facilitators would be chosen for their understanding of the need for awareness of equality issues in the workplace and their reputation and personal commitment to ensuring that employers and employees receive the information they need in a format that helps them understand equality and diversity. They would also need to assist in the ongoing evaluation and needs analysis that is a key part of this strategy.

## 2 BACKGROUND

- 2.1 Working towards this greater understanding of what the National Assembly of Wales needs to do to achieve greater diversity and to further mainstream equality in all its functions and business, the Assembly established the **Equal Opportunities Committee**, an all party Standing Committee. Its role is to “*ensure that the Assembly has effective arrangements in place to promote the principle of equality of opportunity for all in the exercise of the Assembly’s functions and conduct of business*”.<sup>1</sup>
- 2.2 The Committee’s priority has been to develop an initial action programme with activities designed to promote equality of opportunity across all subject areas. It also has a strong interest in maintaining dialogue at all levels with groups representing minority and disadvantaged interests. It has particular regard, under Standing Order 14, to avoid discrimination on the grounds of gender, race and disability. It also has regard to other sources of discrimination and social exclusion including age, religious beliefs and sexual orientation.
- 2.3 To support and enhance the plans of the Committee on Equality of Opportunity and to take forward the equality obligations of the National Assembly for Wales, **the Equality Policy Unit (EPU)** was established to provide advice and guidance to the Assembly, as a whole, on equality issues. The Unit’s main remit to act as a catalyst for and a promoter of change and to provide a centre of expertise and advice on best practice and maintain dialogue with organisations representing minority and disadvantaged groups.

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<sup>1</sup> Standing Orders: Sections 48 and 120

- 2.4 In undertaking this remit in July 1999 the EPU embarked on a four stage process in seeking to mainstream equality into the Assembly. The first stage in identifying equality needs was an **Equality Baseline Study** carried out by the EPU, whereby all Head of Divisions were interviewed in order to establish the level of knowledge (innocence (level 1) to excellence (level 5)) which was taken into account in policy development on specifically race, gender and disability issues. The study report formed the basis to integrate equality into the work of all parts of the Assembly and, importantly, the development of Divisional Action Plans. The study took regard of business aims, top level commitment, monitoring, training and awareness raising and consultation. This baseline position gave an indication of the extent to which equal opportunities issues are currently being identified, addressed and monitored and, importantly, gave an indication of the needs and requirements for training and awareness raising.
- 2.5 From the study, most of the findings and conclusions were consistent across many of the Divisions of the Assembly and it was identified that, in general, most divisions were at a stage of awareness (level 2). Importantly, the findings recognised **that training and awareness raising** are the key issues at this early stage of development to challenge and, where necessary, change the “values and beliefs” of staff in the Assembly in order to assist the Assembly in mainstreaming equality.
- 2.6 Following on from the above study a needs analysis study was carried out with the assistance of the Training and Development Co-ordinator of one of the Assembly Divisions. This needs analysis clearly identified that not all staff benefit from traditional and formal training and awareness raising sessions. It was, therefore, considered necessary to find methods of and increasing the level of awareness

across all the Divisions that would be effective, tailored and appropriate. It was also clearly important that new and established staff were offered the opportunity and encouragement to understand the importance of equality to the Assembly and how their attitude, behaviour, and communication skills could affect the performance of their duty and could involve them in a disciplinary case or legal action.

- 2.7 To identify ways of delivering training and awareness raising the staff of the EPU met with many training providers and equality consultants to research current methods and best practice that could be adopted by the Assembly. This Equality Training and Awareness Raising Strategy therefore considers and recommends how the National Assembly for Wales can achieve its short, medium and long term aim in arriving at a position where it can deliver its service and perform as an exemplar employer in a truly diversified environment.

### **3 THE CURRENT POSITION**

#### **3.1 Equal Opportunities Policy**

3.1.1 As the Welsh Office, the organisation prided itself as a leader in equality issues with a formal equal opportunities policy, which was issued to all staff. Unfortunately, there is little recent evidence of any encouragement for staff to focus on the details of the policy. It can be argued that this has caused much confusion and has allowed staff to remove their focus from the needs of the Assembly and the Equal Opportunities Policy and a failure to communicate the contents of the policy to new staff. Without such a focus and with the pressure of other work demands it is easy for staff to forget how inappropriate attitudes and behaviour can have a serious consequence on others.

3.1.2 The Equal Opportunities Policy has now been revised and updated. The policy covers all aspects of employment and service provision and applies to job applicants, employees and managers of all grades.

#### **3.2 Equal Opportunities Training**

3.2.1 From the evidence available, it is clear that training and awareness raising for staff on the contents of the Equal Opportunities Policy, legislation and best practice has not been carried out for several years. Also, from information obtained from the Baseline Audit and from speaking to various Divisions within the Assembly, it appears that a significant number of staff have received no training or awareness raising at all on equality generally or in respect of training programmes in specialist areas such as recruitment and selection and performance review.

3.2.2 Whilst an "Equal Opportunities" course exists in the present training programme, when the staff of the EPU discussed this course with the training providers it was



acknowledged that the course has not been delivered or indeed written. Also from those discussions it was confirmed that there were no overall statistics available of how many current Assembly staff had received equality training or awareness raising sessions in previous years.

### **3.3 Investigations/Investigating Officers**

3.3.1 Of note, however, and what can be seen as a positive step forward, was the introduction, in 2000, of a training course whereby Personnel Management (PM) invited volunteers from Assembly staff to be trained and act as Investigating Officers. The responsibility of these Investigating Officers would be to gather evidence by interviewing all involved in a complaint of discrimination or harassment. It was agreed that a difficulty with the exercise was that many of the volunteers had not received any equality training and awareness raising and most had little knowledge about anti discrimination legislation and little or no knowledge about discriminatory behaviour. As a result there was a need to build an element of equality issues into the Investigating Officer's course.

3.3.2 A further difficulty with the exercise was that several staff were from the same Division (which could potentially cause difficulty in them being released) and there was not an adequate mix of grades. Also, the local Trade Union Side did not take part in the training. This was an unfortunate omission as it is considered vital that the TUS be involved in the investigation process if the complaints procedure of the policy is to be transparent, fair and successfully concluded.

### **3.4 Complaints Procedure**

3.4.1 With the lack of focus on equality issues it is true that many staff may be unaware of the process to follow in order to stop discrimination or harassment. In talking to staff it was clear that some have experienced bad practice in verbal or non-verbal communication or management styles. Most were unaware of the Assembly's commitment that such behaviour must be stopped and, without a visible commitment to stopping such behaviour it could continue and may escalate.

3.4.2 The above again clearly pointed to the need for greater equality awareness for staff who, it is acknowledged, can discriminate or harass unwittingly as well as deliberately. An awareness of discriminatory behaviour together with a publicised procedure for addressing such behaviour, either formally or informally, goes a long way in preventing others from repeating this behavioural pattern. It is suggested that if individuals are aware of what is unacceptable behaviour and it is challenged at the first instance it informs not only the perpetrator but onlookers as well.

### **3.5 Staff Awareness**

3.5.1 As the Assembly's Baseline Study has shown, the level of awareness of Assembly staff of equality issues within the work place is at a relatively low level (see paragraph 2.4). The consequence of this is that staff could possibly be unwittingly discriminating or harassing colleagues and others in the performance of their duties. Staff are, therefore, vulnerable to discrimination and may already be facing difficulties in the work place. This could lead to potential problems in productivity, accusations of discrimination and legal action against the Assembly and the perpetrator as an individual. If staff are unaware of how equality and diversity can

be achieved within the workplace it is difficult to understand how they can ensure equality is delivered in the work of the Assembly for the people of Wales.

- 3.5.2 On a separate but related point, a report carried out during 2000 on “Listening to Women” in Wales highlighted many concerns amongst women’s organisations that they had not been consulted on their area of expertise when policy was being developed. Consulting with organisation such as those whose work involves race, gender and disability issues will go far in raising awareness amongst Assembly staff about the issues concerning under-represented or disadvantage groups. It is evident that building in issues to take account of such needs is not priority to many Assembly staff at present.

### **3.6 Management Responsibility**

- 3.6.1 The relatively low level of awareness, particularly of manager’s responsibility in the work place, is a serious issue for the Assembly and could, it is suggested, lead to levels of ineffectiveness and possibly inefficiency. It also leaves the Assembly vulnerable if it is accused of discrimination/harassment at, for example, an employment tribunal.
- 3.6.2 There would be no defence of vicarious liability under legislation if the Assembly could not prove that it has communicated its Equal Opportunities Policy to all staff. “Vicarious Liability” is the employers’ responsibility for the employee’s actions during the course of their work. It applies to the Sex Discrimination Act, Race Relations Act, Race Relations (Amendment) Act and Disability Discrimination Act. A defence to a complaint of discrimination would be that the National Assembly of Wales, as an employer, has taken all reasonable steps to inform staff of what

discrimination is, that they do not expect staff to behave in such a way and that they will take action against a member of staff if they choose to behave in such a way. The Assembly should also make staff aware that they are individually liable in law for their actions.

- 3.6.3 Importantly, case law sets a precedence of the line manager's role in such cases. A Court of Appeal found in *Jones v Boots Tower Co. Ltd.*<sup>2</sup> that line managers or supervisors are responsible for delivering protection to staff from racial discrimination and harassment.

### **3.7 Disability Issues**

- 3.7.1 From research undertaken, there is evidence of a lack of awareness by managers of the employer's responsibility under the Disability Discrimination Act to make "reasonable adjustment" in the work place and in the Assembly's service provision. "Reasonable adjustment" refers to the structure of a job as well as the physical layout of the work area and access to accommodation. This responsibility applies to those responsible for the fabric of the Assembly buildings as well as to line managers.
- 3.7.2 In this respect staff development is needed to ensure that the requirements of the present legislation and future amendments are addressed.

### **3.8 Trade Union Side**

- 3.8.1 In discussions with representatives of the TUS, they stated that they had not been as involved with equality issues as much as they should and that they also needed to have their awareness raised in line with other areas of the Assembly. The

discussions with the TUS considered their conflicting responsibility in supporting victims and representing staff accused of discrimination/ harassment. Although these representatives are also members of staff they have different responsibilities as staff representatives and their specific needs must be addressed in the Equality Training and Awareness Raising Strategy.

3.8.2 Whilst TUS members must take responsibility within their respective unions there is much that the Assembly can do to assist the local TUS in this matter. As well as raising their awareness as staff members, it is clear that they should be more regularly consulted over the development of introducing equality measures into the Assembly. For this reason the TUS are treated as a specific stakeholder within the equality training and awareness strategy.

### **3.9 Personnel Management and Monitoring**

3.9.1 Discussions were carried out with officers responsible for training, recruitment and selection including the contractor delivering training. All said that they needed further training and awareness raising and assistance in dealing with many issues particularly in their specialist areas. Whilst equality is not the sole responsibility of Personnel Management (PM), there is a tradition for staff and managers to look to them for advice, particularly in recruitment and selection, promotion, annual assessments and discipline procedures. It is, therefore, vital that PM staff receive the relevant specialist training and the continual awareness raising needed. PM also have a vital role in ensuring that the Assembly achieves a balanced number of under represented groups within the workforce. Specifically for the Training and Awareness Raising Strategy, they have a further key role in monitoring the provision and attendance of training and awareness raising for all staff within the

Assembly and thereafter evaluating and adjusting where necessary. For this reason PM is treated as a specific stakeholder within the equality training and awareness strategy.

3.9.2 Although information is gathered by PM on gender, race and disability it would be much more useful if this information could be extended to include equality training and awareness raising undertaken by staff. This information should be provided on a regular basis, maybe quarterly for use as management information to monitor whether equality training and awareness raising is being undertaken.

3.9.3 From the current position described above, it can be seen that there is an urgent and critical need to take forward the sort of training and development programme outlined in this paper.

## **4 THE NEED FOR UNDERSTANDING**

- 4.1 The intention of the National Assembly for Wales is that all staff should understand what constitutes discrimination and harassment and are able to rethink their attitudes. Quite often the most innocent or unthinking remark can cause offence or distress. This could lead to poor working relationships and may never be remedied if not addressed.
- 4.2 During the research for this strategy and by way of example, a part time member of staff reported that her line manager regularly told her that she would never be promoted until she worked full time hours. Fortunately, she did not take the remark personally but, unfortunately, as constructive criticism for her career development. Both the line manager and the staff member were ill informed. After the part time staff member moved to another area she was encouraged to seek promotion which she soon secured and is now working happily, part-time, in the higher grade. This factual anecdote displays how easily and innocently barriers can be put up to individual development and clearly defines the need to raise awareness to avoid such potentially unlawful behaviour.
- 4.3 Lack of knowledge is no excuse for creating discrimination and is not accepted as a defence in law. The line manager has a legal responsibility to act fairly and lawfully and to remove barriers and potential barriers to career development. Awareness raising will help managers to appreciate the barriers faced by people from different backgrounds or from different environments. Continual awareness raising and gaining experience of stereotyping and prejudice will further help, but only when the staff become experienced in the effect of discrimination will they understand how unfair, unjust and unlawful discrimination can lead to disadvantage.

- 4.4 This reaction has been demonstrated by Jane Elliott, an American campaigner and educator against discrimination, who has conducted such training exercises for over thirty years. She has produced video evidence such as *“The Eye of the Storm”* and *“A Class Divided”* in which children and adults experience what it feels like to be unfairly disadvantaged or insulted. The effect is powerful and, although her strategy is not without its critics, has proved to successfully help people challenge their own mind set.
- 4.5 Only people with hearing difficulties can understand the isolation and frustration experienced when colleagues cover their mouths when talking or who look away. Only staff with mobility difficulties can understand the dilemmas faced with swing doors and steps. Only staff who are ridiculed because they do not fit the “norm” can understand the indignation of being considered different. These experiences are not one off - they are faced on a daily basis by many people and can be seen as cruel, demening and unnecessary.
- 4.6 Appreciating that everyone has differences and that these should be considered and respected will take the Assembly forward. Helping individuals to appreciate difference and diversity through awareness raising and training will enable them to perform to their full potential and as a consequence enable the organisation to benefit. Importantly, it should be understood that equality is everybody’s responsibility.



## 5 EQUALITY TRAINING AND AWARENESS RAISING METHODS AND OBJECTIVES

### 5.1 Training Methods - Findings

5.1.1 Blackman et al (1993:15) identify three different emphases in employer-provided training:

- “a) emphasis on performance (near term outcomes). Training is a key process and technical skills and other job-specific skills are developed under the tutelage of those who have explicit responsibility for training. It can be delivered by off-the job instructors in education or by a work based trainer;*
- b) emphasis on development (medium term outcomes). Training is likely to be the responsibility of the supervisor even if delivered elsewhere;*
- c) emphasis on learning (prospective longer term outcomes). The ordinary worker is responsible for this.”*

5.1.2 Blackman et al also point out that *“a firm with a highly developed internal labour market is more likely to have a sophisticated internal training programme including not only technical skills but also personal development”*. It is important that the Assembly matches this description and reinstates its commitment to personal development of staff.

5.1.3 Blackman et al go on to say *“The tendency to react to immediate circumstances rather than to pursue a long term training strategy can lead to contradictions between company training policy and actual practice.....Senior managers willed the end but not the means and reverted to seeing training as expendable in the face of immediate pressures for production.”* Whilst it is acknowledged that they are primarily discussing technical training, the ethos can be applied to an equality training and awareness raising strategy. Looked at from the perspective of the

importance of a training and awareness raising strategy for equality issues, it reads that without a focussed programme of training and awareness raising for the short, medium and long term, any inconsistencies will send a signal to staff that training and awareness raising on equality and diversity is marginal and unimportant.

5.1.4 In their study in South Wales, Fielder, Rees and Rees (1991) observed a lack of a strategic approach to training in some organisations with recruitment and training strategies being more 'responsive' than 'purposive' or integrated. The Assembly's Equality Training and Awareness Raising Strategy will be purposive to ensure that equality in opportunity is at the centre of **everyone's** thinking. This strategy is not aimed to inform staff of the Assembly's policy and "leave them to it". It is to continually check and recheck procedures and practices and make adjustments where necessary - and it needs understanding and forward looking staff who will take responsibility to perform their responsibilities in this way.

## 5.2 Training Objectives

5.2.1 Each level of training and awareness raising will set its own objectives. However, the general objectives of all training and awareness raising on equality will be:

- to present a "forum" whereby all trainees and participants can explore and understand the commitment of the National Assembly for Wales to achieve diversity within the organisation;
- to provide the opportunity for staff to understand their responsibility, not to unjustly or unlawfully discriminate in the work place and in the performance of their work and to explore their own prejudices and bias' and how to not allow this to affect their judgements;

- to increase awareness of the effect of discriminatory behaviour to the organisation and individuals and how policy development and service delivery may unfairly or unlawfully disadvantage groups of individuals if their needs are not fairly considered.

An important aspect of the training and awareness strategy will be the ongoing Training Needs Analysis and evaluation that needs to take place.

5.2.2 The purpose of equality training and awareness raising within the Assembly will be to provide information and advice on the implications of the relevant legislation, raise awareness generally and, importantly, in new and innovative ways, to assist in the understanding and delivery of the Assembly's Equal Opportunities Policy. It is strongly suggested that if training or awareness raising is to be effective, it must be delivered in a way which best suits each individual. It therefore needs to be understood what method of delivery best serves staff's needs.

5.2.3 It is acknowledged that, as a minimum, all staff will need to understand their legal responsibility and what the Assembly expects of them. However, their general equality awareness needs should not be neglected. Therefore, staff will be asked to identify what their training needs and preferences are and a number of varying methods of raising awareness, in addition to the basic equality awareness module, will be identified and delivered from this on an ongoing basis.

5.2.4 The Training Needs Analysis will be based not only on training methods but will also take account of the function of the work area such as Personnel, Education, Housing, Social Care, etc.. It will lead to identifying training and awareness raising

programmes that will help individuals take responsibility and operate an effective equal opportunities policy in the delivery of their duties.

5.2.5 It must not be considered that a training programme will be a one off exercise and that once a member of staff has undergone “formal” training is fully aware of how to achieve equality. Awareness raising will be continually available for all staff within the Assembly and will be periodically assessed to ensure it meets the needs of the organisation and individuals. To achieve this a modular menu driven approach is advocated.

## **6 DEVELOPING THE TRAINING AND AWARENESS STRATEGY**

### **6.1 Aims**

6.1.1 Before drawing up the Equality Training and Awareness Raising Strategy it was recognised that there was a need to identify the current position regarding:

- the Assembly's Equal Opportunities Policy;
- staff's awareness of their rights and responsibilities;
- current best practice in other organisations in achieving a level playing field for all staff and customers;
- the most efficient and effective method of raising awareness of equality issues for all staff; and
- preferred methods of delivering training and awareness raising

### **6.2 Approaches**

6.2.1 To identify 1 and 2 above, discussions were held with the Assembly's PM Branch, including the Recruitment Section, the Equal Opportunities Officer, Training Services Wales, the local Trade Union Side and a selection of staff from around the Assembly.

6.2.2 To identify best practice in other organisations, research was carried out by reading (in publications such as People Management, Equal Opportunities Review and web sites) how other companies have developed equality strategies and this was followed up by discussing their experiences with the companies direct.

6.2.3 To identify the most efficient and effective method in awareness raising of equality issues the EPU met with representatives of Cameron Woods Associates, Taylor Stewart Associates, Pearn Kandola and Ashley Maynard Associates, to discuss

modern methods of equality training and awareness raising. When arrangements to meet were made, each organisation was told that the purpose of the exercise was to inform the researcher of:

- what was the best method of achieving raised awareness;
- what areas of equality should be targeted in the Assembly's awareness raising strategy;
- should development be targeted differently for different grades;
- what were the realistic timetables for achieving basic awareness; and
- apart from raising awareness what else could be done to ensure the effectiveness of the Assembly's Equal Opportunities Policy.

6.2.4 All interviewees were assured that no information would be given or asked for that would compromise any possible future tender process. The EPU is grateful for the commitment given by those interviewed in their openness, time and expertise. All were enthusiastic about the intentions of the Assembly and the information gathered was invaluable to the design of the Equality Training and Awareness Raising Strategy.

6.2.5 Examples of the aims and objectives of training and awareness raising and the various methods of delivery used by other organisations were most useful. Although each approach differed, what was consistent was the commitment to achieve diversity and a just and fair work place, to encourage the development of talent regardless of individualism and to meet the needs of the customers in the provision of their service.

### **6.3 Principles / Findings**

- 6.3.1 Learning is a complex process, requiring not just the receiving of information but the assimilation, integration and practice of new skills and attitudes. Whilst equality issues are serious and sensitive, the training and awareness raising will aim to be entertaining and will be delivered to the individual as understandable working information, patterns and habits.
- 6.3.2 The more formal methodologies, such as lectures and formal demonstrations, have patterns to them that make them easier to schedule and control. However, too great a reliance on these methods can ignore the needs of the extrovert participant.

## **7 THE WAY FORWARD**

### **7.1 Training Structure**

- 7.1.1 Whilst the following paragraphs map out the present thinking on the way forward, it would be arrogant and contradictory to the statements in the previous paragraphs not to reiterate that this Equality Training and Awareness Raising Strategy will need to be monitored and adjusted where and when necessary. New legal issues, such as the EU Employment Directive, and identified best practices will be introduced to Assembly staff so that they can be as informed as is possible. Again, this will be offered as formal training or specialised modules so that staff can access information conveniently and in a manner that best meets their and the organisation's needs.
- 7.1.2 Careful consideration has, therefore, been given to the approach to be taken in raising equality awareness to best suit the culture and environment of the Assembly. This included identifying a number of stakeholders (the Senior Civil Service (SCS, Grade 5 and above), Senior Managers (HEO-Grade 6), Junior and Non-Management staff (AA-EO), Personnel, and the Trade Union Side (TUS)). Whilst the objective is the same for each of the stakeholder groups, it was considered that a case for a slightly different approach could be made for each stakeholder group.
- 7.1.3 The strategy follows a modular, tailored programme for all staff with two important components. First a basic mandatory awareness module for all staff, followed by a 'menu' of ongoing awareness sessions on a variety of issues using a variety of delivery methods, seeking to meet individual needs, circumstances and tailored to the work environment as far as is possible. Whilst the basic awareness module will



be fixed in length and in general content, for the ongoing 'menu' staff will be provided with a flexible, modular programme offered in a range of time frames. For example 2 hour, ½ day and full day slots will be provided by, in the main, recognised external consultants.

7.1.4 The first component, 'the basic awareness' module, is designed to ensure that all staff understand the meaning of discrimination, stereotyping, prejudice and bias and of their legal rights and responsibilities under anti discrimination legislation. This will include looking at the effect of such behaviour on the individual, colleagues and the organisation. In addition, they will have the opportunity to explore the wider intentions of the Assembly's Equal Opportunities Policy and Diversity Strategy and have communicate to them their rights and responsibilities as employees of the National Assembly for Wales.

7.1.5 The second component will offer bespoke specialist modules, workshops and seminars etc. which staff can select, depending on their personal or official needs. The timing and size of these sessions will be offered in a way that is manageable by the various grades and commitments of the staff. A schematic of the modular 'menu' driven approach to be taken is shown at Table 1 below.

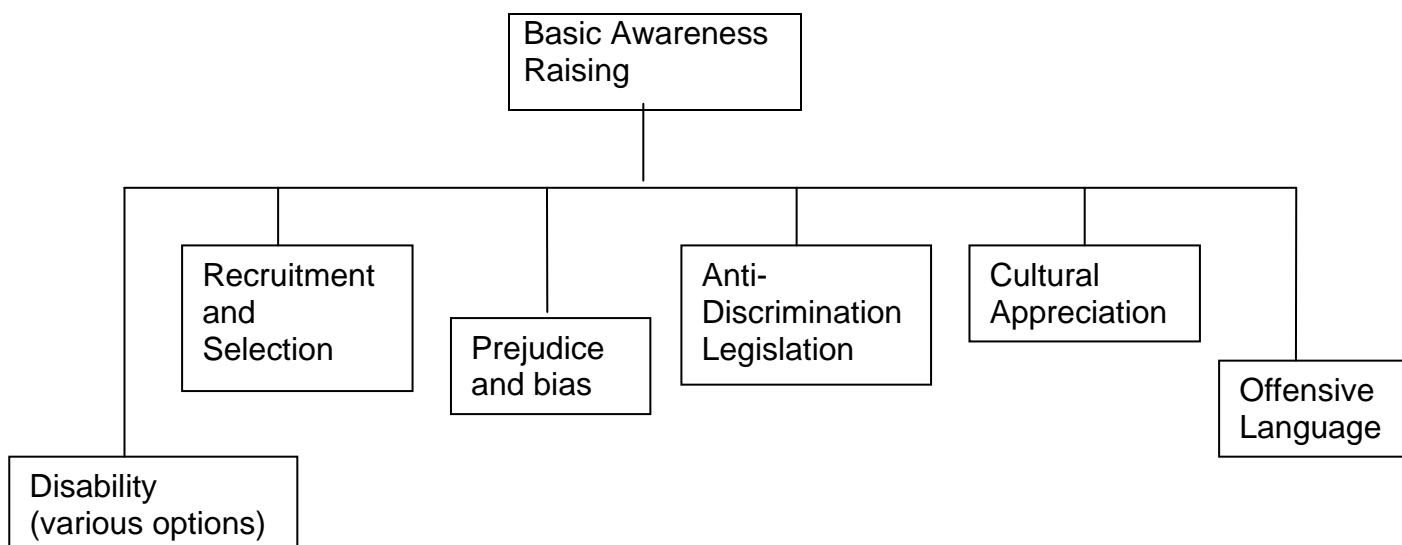


Table 1

Amongst the many modules that will be offered they will also include:

- appreciating diversity
- equality in the selection process;
- equality in appraisals;
- identifying barriers to equality in annual reporting;
- business case for diversity;
- effective management practices;

7.1.6 The above schematic is only intended as an indication of the modular approach to be adopted. The training needs analysis and ongoing monitoring of equality development needs will continually identify specific areas of equal treatment and diversity that staff will need to fully understand in order to individually and jointly contribute to the overall success of the Equal Opportunities Policy and Diversity Strategy. Because there is such a range of roles and responsibilities contributing to the work of the Assembly, training and awareness raising opportunities must be designed and delivered in modules that are effective, appropriate and convenient to

staff. The modules, seminars, workshops etc. will have to meet the specific needs of the aims of this strategy and the work of the Assembly Divisions and, equally as important, they must be targeted at the right level for the grade and responsibilities of the staff concerned and the stakeholders involved.

7.1.7 As a further example of the modular approach to training and awareness raising, disability issues can be broken down into such issues as:- deaf awareness, signing, mobility issues, dyslexia, sight impairments, mental illness, special equipment, accessible information, the work of the statutory agencies, “reasonable access”, independent living etc.. These are all terms that, in themselves, need an understanding to ensure that barriers are not created or are removed from the work carried out within the Assembly. When this modular approach is taken across other issues, such as race and gender, the number of different modules eventually needed to be offered (including the varying styles and mechanism of delivery) will be tenfold.

7.1.8 The different styles and mechanisms are also important as part of this strategy, and it is intended to make use of a variety of mechanisms such as Information Technology, workshops, site visits etc., etc.. In particular, it is intended to utilise a tailored computer package to assist in the delivery of the equality awareness as part of the induction and basic awareness modules and a stand alone ‘information giving, testing and certification’ module.

7.1.9 To ensure that there is general understanding about the requirements of the Assembly’s Equal Opportunities Policy and anti discrimination legislation it is

proposed that the basic equality awareness raising module will be **mandatory** for all staff including the Senior Civil Service.

7.1.10 The delivery of the basic awareness module will involve over 3,500 staff members based in Cardiff and around the principality. To train all staff in equality issues will be lengthy and very costly. **It is therefore proposed that, during the delivery of the basic awareness raising modules, individuals will be identified** who are willing and able to deliver equality training, particularly the basic awareness module. Those identified in this way will be given specialist training and material to deliver equality training and awareness raising, in the main, within their Division. Support will be provided from the EPU to give specialist advice on the questions raised at the training sessions.

7.1.11 All staff who participate in training will be asked to complete an evaluation form at the end of each session in order to monitor the quality and effectiveness of the training and to identify additional needs/requirements. The role of the Training and Development Co-ordinators will be crucial in gathering this information.

7.1.12 From this basic module it is expected that awareness raising for staff, can be expanded by participation in the modular approach to raising awareness in greater depth about issues of disability, gender and race, sexual orientation, age, religion. Therefore, staff will continually be given the opportunity to broaden their understanding of these issues through modular training and seminars, as outlined above.

## 7.2 Commitment from the Top

- 7.2.1 In their Foreword at the beginning of this document, **Edwina Hart, Chair of the Committee on Equality of Opportunity** and **Jon Shortridge, Permanent Secretary**, gave their commitment to achieving a workforce free of discrimination or harassment and to ensuring that the talents and skills of the Assembly's staff are valued and rewarded. Whilst everyone within the Assembly needs to demonstrate commitment to the Assembly's policy on equality, the Assembly's Diversity Strategy will only be successful if there is commitment from the top, specifically the Senior Civil Servants who will need to visibly demonstrate their commitment on a day to day basis.

## 7.3 Awareness Raising Development for Senior Civil Servants

- 7.3.1 To obtain commitment to the Assembly's policy and procedures it is important that **Senior Civil Servants** understand their legal responsibility to employees, the intentions of the Assembly's Equal Opportunities Policy, how they can demonstrate commitment and lead by example. Whilst the training and awareness raising proposals below for all staff are appropriate to Senior Civil Servants it is recognised that their diary commitments require training and awareness raising sessions to be provided at more suitable times. The modular flexible approach to training and awareness raising has been designed with this in mind with the modules being offered in a range of timeframes of 2 hour, full day and ½ day slots.
- 7.3.2 It is also proposed that, in addition to the basic awareness seminar, the Senior Civil Servants will also attend short seminars, to be **designed and delivered by a recognised consultants and guest speakers**. The seminars/ workshops will

assist Senior Civil Servants understand the responsibility of their role in creating an environment in which people feel valued and their differences are respected.

- 7.3.3 The provision of the seminars will not be considered as a “one off” exercise but will be part of a continual learning programme available to Senior Civil Servants for the foreseeable future. This provision will be regularly monitored by consultation with Senior Civil Servants to ensure their needs and the needs of the Assembly are being met.

#### **7.4 Awareness Raising Development for Senior Managers (HEO to Grade 6)**

- 7.4.1 Managers of all grades need to understand their responsibility in ensuring no unfair, unjust or unlawful treatment of staff is practised in the work place, to lead by example and to ensure that the Assembly’s policy is followed as an employer and service provider. As staff, managers also have a need to understand their right not to be discriminated against in the work place. **It is therefore proposed, as a starting point, to recruit facilitators to design and deliver the basic awareness module** including anti discrimination legislation, identifying discrimination and harassment and the requirements of the Assembly’s Equal Opportunities Policy. This will be delivered by both internal and external facilitators.

- 7.4.2 The training and awareness raising programme will emphasise the managers’ responsibility to ensure all staff comply with legislation and the Assembly’s Equal Opportunities Policy.

## **7.5 Awareness Raising Development for Junior and Non Management Staff**

7.5.1 All Junior and non-management staff need to understand their legal responsibility not to discriminate, harass or bully another individual in the work place and to understand their rights not to be discriminated against. They must equally understand how they mainstream equality in their work. **It is therefore proposed that junior and non-management staff will be provided with the basic awareness module by both internal and external facilitators and, where appropriate, also from suitably identified individuals from within their Division.**

7.5.2 The basic awareness raising module will identify the individual's rights and responsibilities under anti discrimination legislation and the Assembly's Equal Opportunities Policy. Following this module, staff will understand what constitutes unlawful, unjust and unfair discrimination, how to tackle discrimination or how to make a complaint if they feel they have been discriminated against.

## **7.6 Personnel Management**

7.6.1 Staff working in the PM area will be trained in line with the details of the above paragraphs. It cannot be ignored that they have specific responsibility for people matters and, therefore, need specialist training. It must be emphasised that PM will not be the area solely responsible for equal opportunities as, to repeat earlier statements, equality is an issue that every member of staff must sign up to and take personal responsibility for. However, because of their input into recruitment and selection, promotion, terms and conditions of employment, transfers, training, discipline and exits they must understand their key role in the success of the Assembly's Equal Opportunities Policy.

7.6.2 **It is proposed that training and awareness raising sessions be designed and delivered to such key staff by both internal facilitators and specialist consultants** and that this knowledge be regularly updated and reinforced by seminars and workshops arranged for regular intervals on a continual basis. PM staff will benefit from a broader knowledge and understanding of specific issues such as various disabilities, cultural awareness, counseling skills etc., and this can be gained from the development to be offered in the modular approach as outlined above.

## **7.7 Trade Union Side**

7.7.1 The **TUS** has specific legal responsibility not to discriminate in the performance of their duties as union representatives particularly when representing staff. Whilst it is the individual union's responsibility to raise awareness amongst representatives it would be in the Assembly's interest to ensure that, with their agreement, quality and effective training is conducted for all local union representatives. **It is therefore proposed that suitable facilitators both internal and external provide basic equality awareness sessions** for the TUS.

## **7.8.1 Investigating Officers**

7.8.1 With the relaunch of the Assembly's Equal Opportunities Policy electronically and raised awareness of the individual's right not to be harassed or discriminated against, it is likely that there will be some complaints from staff which will need to be investigated in line with the Assembly's Policy. **It is therefore proposed to re-invite and/or newly identify suitable staff to act as investigating officers but only after they have undergone the basic equality awareness module.**



7.8.2 In discussions with equality consultants (see 6.2.3) it was suggested that volunteers should be advised that not all individual's are suitable to act as investigating officers. It must be emphasised that this is not a reflection on individual ability. An investigating officer may be required to hear some very upsetting evidence and will need to be able to emotionally deal with this and remain objective, regardless of their own prejudices and bias. It should also be recognised that staff who identify that they feel uncomfortable either in the training or in the performance of investigating a complaint should feel free to withdraw if they find the experience too difficult to handle and should not feel embarrassed.

7.8.3 In addition to the basic awareness training it is proposed to hold regular updating sessions and support groups for investigating officers.

## **7.9 Harassment Counsellors**

7.9.1 Staff who have experienced sexual, racial or disability discrimination or harassment may need counselling and specialist support during and after the investigation to enable them to rebuild their confidence and security. It may also be necessary for the perpetrator. It is therefore proposed to identify suitable staff (grade, gender and skills) and provide training so that they can carry out this duty. It was identified that, even after volunteering, staff should feel free to withdraw if they find the experience too difficult to handle and they should not be used if found to be unsuitable.

## **7.10 Continual Equality Awareness Raising**

7.10.1 Equality issues may be new to many people who work within the National Assembly for Wales. As such, initial basic training may not equip staff with all the information needed to avoid discrimination either in their own performance or the treatment they

receive from others. **It is proposed to carry out additional awareness raising to meet the needs of individual areas.** There will be an ongoing availability of in-house modular courses and seminars that will focus on specific equality issues. There may also be a need for reinforcement of the Assembly's Equal Opportunities Policy from time to time. This will be carried out for the medium, short and long term. As identifying and providing for these needs will continually be ongoing, as outlined in 7.1.2 and 7.1.3, Assembly staff will be able to identify and choose the module or seminar that best suits their personal and professional needs.

7.10.2 **EPU have developed a web-site** that can be accessed by all staff. It is designed on the basis of promoting the advice available from within the EPU and with links to statutory bodies and other organisations. There will also be links to publications. The web-site aims to inform and educate staff on up to date information, best practice and further development of legislation. The long term aim is to create a web-site that can be made **available to the people of Wales via the Internet** as a resource tool and to demonstrate the commitment from within the Assembly.

7.10.3 It is also proposed to raise awareness within the Assembly by offering **secondments** to work with statutory equality organisations such as the Equal Opportunities Commission, Commission for Racial Equality, Disability Rights Commission, Race Equality Councils, training organisations and consultants.

7.10.4 Whilst outside of the training and awareness raising brief, there is already an initiative to bring in secondments from under represented groups which will again help to raise awareness.

7.10.5 **Regular short workshops** are effective in helping staff to identify barriers to equality and it is proposed to hold regular short workshops on specific topics, such as disability issues, during the lunchtime. These workshops would be non mandatory but, hopefully, would be attractive as to encourage participation. Other topics in the series could include:

- short presentations by volunteer staff to highlight experiences of barriers met inside and outside the Assembly and explanations of how the barriers were removed or overcome;
- regular presentations by invited speakers on issues such as maternity leave, part-time working regulations, childcare arrangements, help available for people with disabilities;
- discussion forums for staff on equality issues.

## 8 EVALUATION OF EQUALITY TRAINING AND AWARENESS RAISING

### 8.1 Annual Staff Evaluation

- 8.1.1 The Assembly's Equality Training and Awareness Raising Strategy will only be effective and meet the needs of the Equality Strategy and Equal Opportunities Policy if it delivers to the needs of the staff and the organisation. **It is, therefore, proposed to set in place a policy of annually consulting staff (an audit of level of awareness)** to ensure they are aware of their rights and responsibilities. This will be done in the form of a questionnaire and all managers will be required to ensure a high return. This information will be received in confidence by the EPU and the comments of individual members of staff will be non-attributable at any time when reporting findings.

### 8.2 Monitoring

- 8.2.1 Monitoring is an important factor of any successful equality and diversity policy. It is therefore proposed to introduce a system of monitoring the results of the annual audit on the development of the Equality Training and Awareness Raising Strategy. The results will be published, but no comments will be attributable. It is proposed that the findings of the audit be made available to staff on the EPU web-site, and as part of the Equality Annual Report.
- 8.2.2 Monitoring on its' own is inadequate. The information provided needs to be reviewed and, where necessary, positive action taken to redress any imbalances. **It is therefore proposed that a Review Team be introduced** consisting of various grades, mixed gender, staff who are black or of minority ethnic origin and staff with disabilities. It will also include staff with responsibility for equality from within the organisation. They will recommend methods of improving awareness raising.

- 8.2.3 The specific needs of Divisions will also be a priority to enable staff to identify the considerations to be given in policy development when mainstreaming equality within their area of responsibility. **It is therefore proposed that regular meetings are held between the Training and Development Co-ordinators of each Division and representatives of EPU** to look in depth at their Divisional needs and to identify and provide suitable workshops and seminars for staff. The role of the Training and Development Co-ordinators will be crucial in the success of this strategy. It is envisaged that they will play a leading role in the initial needs analysis and thereafter the ongoing evaluation of the needs of their division/group.
- 8.2.4 The information gathered above, along with the information gathered on the performance of the Assembly in achieving diversity, will need to be reflected in Assembly policies . **It is therefore proposed that either PM or EPU be responsible for reviewing, revising and publishing the Equality Training and Awareness Raising Strategy** on a regular basis which would be no longer than every two years.

## 9 TIMESCALES

9.1 There should be a target date for the completion of basic mandatory training. In agreeing the timescale account should be taken of the staffing level of the organisation and the baseline from which the awareness level is at the starting point. It is proposed that the aim should be to **complete basic mandatory Training and Awareness Raising sessions by March 2002 for the Assembly as a whole.**

### 9.2 Basic Training and Awareness raising for Senior Civil Servants

9.2.1 Depending on availability of speakers and diary dates of SCSs (G5 and above) this should be completed **by end of November 2001.**

### 9.3 Basic Training and Awareness raising for Senior Managers

9.3.1 This will be provided by both internal and external means to managers at HEO to G6 level. Given the number involved, the basic training programme will take some time to set in place and to complete. It is, therefore, proposed that the **basic training will commence in October 2001** and that it will **be completed by end of February 2002.**

### 9.4 Basic Training and Awareness Raising for Junior and Non Management Staff

9.4.1 This will depend on the success and development of the basic awareness modules for senior managers and the SCS, and also the number of staff in each division. This will be provided by both internal and external means to grades from Administrative Assistant and equivalent grades to Executive Officer and equivalent grades. It is proposed that the basic training programme **will commence in October 2001** and that it **will be completed by end of March 2002.**

## **9.5 Trade Union Side**

- 9.5.1 Training and Awareness Raising programme for TUS will be unique to the other training and awareness raising to be provided and the number involved is comparatively small. It is therefore proposed that this should **be completed by October 2001.**

## **9.6 Personnel Management**

- 9.6.1 The Training and Awareness Raising programme for PM will be unique to the other training and awareness raising to be provided and the number involved is comparatively small. It is therefore proposed that this should **be completed by end of October 2001.**

## **9.7 Identifying and Training Investigating Officers**

- 9.7.1 As it is intended that the revised Equal Opportunities Policy for the Assembly will be re-launched by the end of October 2001, it is anticipated that there may be a need to hold investigations soon after that time if complaints are made. It is therefore vital that this is given priority and that divisions are asked to identify suitable candidates who can be included in the basic Training and Awareness Raising programme for managers at an early stage. It is therefore proposed that candidates should be **identified by October 2001, received basic equality training by December 2001 and trained as investigating officers by January 2002.**

## **9.8 Harassment Counsellors**

- 9.8.1 It is proposed that identifying, appointing and training Counsellors will follow the same timescale as for the Training Investigating Officers.

## **10 CONCLUSION**

- 10.1 The aim of the Equality Training and Awareness Raising Strategy is to provide a method by which all staff, regardless of official responsibility, will have the opportunity to understand what is expected of them under legal requirements and the Assembly's Equal Opportunities Policy. Staff will also be equipped to understand their individual rights and be informed of the Assembly's procedure to deal with any act of discrimination.
- 10.2 The Strategy has focussed on individual responsibility in order to provide the skills to eradicate discrimination both in the work place and in the delivery of the Assembly's duty.
- 10.3 The Training and Awareness Raising programme to be delivered is only one method which will assist in the process of achieving a workforce which has a balanced representation in both gender and ethnic origin and where people who have a disability will have the opportunity to utilise the abilities they have. From the Permanent Secretary down, all staff are required to demonstrate not only commitment but to appreciate all the talent available to the Assembly.
- 10.4 The Equality Training and Awareness Raising Strategy is not intended to be taken as an option. For this reason it is proposed that the basic training will be of the highest quality and be mandatory. Only if staff receive such training and awareness raising can the National Assembly for Wales be sure that all staff are made aware of their responsibilities.



- 10.5 The strategy itself, is to be taken forward by EPU initially, who will seek to pilot new and innovative ways of delivering equality training and awareness raising and to ‘pass over’ the modules that work (including the basic awareness module) into the training mainstream programme managed by PM. To fund this exercise some £180,000 has been delegated to the EPU from the Better Government – Invest to Modernise monies. As the Strategy must meet the needs of staff and the organisation, it is proposed to set in place a policy of continual review which will include regular feedback from staff and the key stakeholders.
- 10.6 This Strategy is will not meet the needs of the National Assembly for Wales on a permanent basis and will need to be monitored and revised as it progresses. Neither will training nor awareness raising alone achieve a culture which appreciates the richness of diversity and values talent. Equality will only be achieved if commitment is made by all to the spirit of the Assembly’s Equal Opportunities Policy and if managers carry out their responsibilities.
- 10.7 During the drafting of this Training and Awareness Raising Strategy, the “Lifting Every Voice” report was presented to the Committee of Equality of Opportunities for the National Assembly for Wales. Although focussed on race issues, it can be interpreted to recommend ways to improve employment conditions and the provision of service for under represented and disadvantaged groups.
- 10.8 By implementing the recommendations of this Training and Awareness Raising Strategy, the Assembly’s Diversity Strategy and Equal Opportunities Policy, the National Assembly for Wales, its employees, future employees and the people of

Wales should look forward to a more inclusive, accessible and achievable lifestyle than ever before.

# EQUALITY TRAINING AND AWARENESS RAISING STRATEGY

## ACTION PLAN - Junior Management and Non-Management Staff (AA to EO)

Action	2001					2002							
	<u>Sept</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>	<u>Jan</u>	<u>Feb</u>	<u>Mar</u>	<u>Apr</u>	<u>May</u>	<u>Jun</u>	<u>Jul</u>	<u>Aug</u>	
<b>EPU</b> conduct training needs analysis to identify equality awareness needs <sup>1</sup> and preferred method of delivery													
<b>EPU</b> to draw up terms of reference <sup>2</sup> for proposed basic awareness equality modules.													
<b>EPU</b> to prepare specifications <sup>3</sup> for external consultants to deliver basic modules													
<b>EPU</b> to identify suitable equality/diversity consultant													
<b>EPU</b> to appoint suitable consultant													
<b>EPU</b> to identify suitable dates <sup>4</sup> with and agreed consultant to deliver modules													
<b>EPU</b> and External Facilitators to deliver basic awareness modules													
Specialist sessions to commence and general awareness raising to be ongoing													
<b>EPU</b> to evaluate <sup>5</sup> modules, workshops etc													
<b>EPU</b> to discuss evaluation with consultant													

<sup>1</sup> Needs analysis will identify development needs such as Disability Equality, Cultural Awareness, Legislation, Selection Process, Harassment/Bullying and preferred method of delivery

<sup>2</sup> ToR will establish the method(s), timing(s) and objective(s) of the service to be delivered by the provider

<sup>3</sup> Specifications for external consultant to deliver awareness raising sessions

<sup>4</sup> Co-ordination and planning of training delivery to ensure full participation

<sup>5</sup> There will be a need to monitor the quality of awareness raising sessions to ensure they are effective and reflective of the needs of NAW

# EQUALITY TRAINING AND AWARENESS RAISING STRATEGY

## ACTION PLAN - Senior Management Staff (HEO to G6)

ACTION	2001				2002							
	<u>Sept</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>	<u>Jan</u>	<u>Feb</u>	<u>Mar</u>	<u>Apr</u>	<u>May</u>	<u>Jun</u>	<u>Jul</u>	<u>Aug</u>
<b>EPU</b> conduct training needs analysis to identify equality awareness needs <sup>1</sup> and preferred method of delivery												
<b>EPU</b> to draw up terms of reference <sup>2</sup> for proposed basic awareness equality modules.												
<b>EPU</b> to prepare specifications <sup>3</sup> for external consultants to deliver basic modules												
<b>EPU</b> to identify suitable equality/diversity consultant												
<b>EPU</b> to appoint suitable consultant												
<b>EPU</b> to identify suitable dates <sup>4</sup> with and agreed consultant to deliver modules												
<b>EPU</b> and External Facilitators to deliver basic awareness modules												
Specialist sessions to commence and general awareness raising to be ongoing												
<b>EPU</b> to evaluate <sup>5</sup> modules, workshops etc												
<b>EPU</b> to discuss evaluation with consultant												

<sup>1</sup> Needs analysis will identify development needs such as Disability Equality, Cultural Awareness, Legislation, Selection Process, Harassment/Bullying and preferred method of delivery

<sup>2</sup> ToR will establish the method(s), timing(s) and objective(s) of the service to be delivered by the provider

<sup>3</sup> Specifications for external consultant to deliver awareness raising sessions

<sup>4</sup> Co-ordination and planning of training delivery to ensure full participation

<sup>5</sup> There will be a need to monitor the quality of awareness raising sessions to ensure they are effective and reflective of the needs of NAW

# EQUALITY TRAINING AND AWARENESS RAISING STRATEGY

## ACTION PLAN - Senior Civil Servants (G5 and Above)

	2001				2002							
<u>Action</u>	<u>Sept</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>	<u>Jan</u>	<u>Feb</u>	<u>Mar</u>	<u>Apr</u>	<u>May</u>	<u>Jun</u>	<u>Jul</u>	<u>Aug</u>
<b>EPU</b> to consult with Senior Civil Servants to identify preferred method of delivery												
<b>EPU</b> to draw up terms of reference <sup>1</sup> for proposed equality modules, workshops etc.												
<b>EPU</b> and <b>PM</b> to appoint suitable consultants												
<b>EPU</b> to identify suitable dates <sup>2</sup> with Senior Civil Servants and agreed consultant to deliver modules												
<b>Senior Civil Servants</b> to attend basic awareness raising sessions												
<b>Senior Civil Servants</b> to attend continual awareness raising												
<b>EPU</b> to evaluate <sup>3</sup> modules, workshops etc												
<b>EPU</b> to discuss evaluation with consultant												
<b>EPU</b> to arrange full day seminars												
<b>Senior Civil Servants</b> to attend full day seminars												

<sup>1</sup> ToR will establish the method(s), timing(s) and objective(s) of the service to be provided by the provider

<sup>2</sup> The cost of employing external consultants will require careful planning of dates and times of awareness raising sessions

<sup>3</sup> There will be a need to monitor the quality of awareness raising sessions to ensure they are effective and reflective of the needs of NAW

# EQUALITY TRAINING AND AWARENESS RAISING STRATEGY

## ACTION PLAN - Personnel Management

	2001				2002							
<u>Action</u>	<u>Sept</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>	<u>Jan</u>	<u>Feb</u>	<u>Mar</u>	<u>Apr</u>	<u>May</u>	<u>Jun</u>	<u>Jul</u>	<u>Aug</u>
<b>EPU</b> to consult with <b>Personnel</b> managers <sup>1</sup> , to identify equality awareness needs <sup>2</sup> and preferred method of delivery												
<b>EPU</b> to draw up terms of reference <sup>3</sup> for proposed equality modules, workshops etc.												
<b>Personnel Staff</b> to attend basic equality training modules												
<b>Personnel Staff</b> awareness raising sessions to commence and ongoing												
<b>EPU</b> to evaluate <sup>4</sup> modules, workshops etc												

<sup>1</sup> Key personnel are mainly situated in the PMBS group but will also include TUS representatives, reception staff etc.

<sup>2</sup> Needs analysis will identify development needs **such as** Disability Equality, Cultural Awareness, Legislation, Selection Process, Harassment/Bullying, Equality in Appraisals

<sup>3</sup> ToR will establish the method(s), timing(s) and objective(s) of the service to be delivered by the provider

<sup>4</sup> There will be a need to monitor the quality of awareness raising sessions to ensure they are effective and reflective of the needs of NAW

# EQUALITY TRAINING AND AWARENESS RAISING STRATEGY

## ACTION PLAN – Trade Union Side

	2001				2002							
<u>Action</u>	<u>Sept</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>	<u>Jan</u>	<u>Feb</u>	<u>Mar</u>	<u>Apr</u>	<u>May</u>	<u>Jun</u>	<u>Jul</u>	<u>Aug</u>
<b>EPU</b> to consult with <b>TUS</b> managers <sup>1</sup> , to identify equality awareness needs <sup>2</sup> and preferred method of delivery												
<b>EPU</b> to draw up terms of reference <sup>3</sup> for proposed equality modules, workshops etc.												
<b>TUS</b> to attend basic equality training modules												
<b>TUS</b> awareness raising sessions to commence and ongoing												
<b>EPU</b> to evaluate <sup>4</sup> modules, workshops etc												

<sup>1</sup> Key personnel are mainly situated in the PMBS group but will also include TUS representatives, reception staff etc.

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