Equality Impact Assessment (supporting guidance available)

Action Plan

This section is completed at the end of the Equality Impact Assessment. Due to the importance of embedding equality in SQA through our actions the Action Plan will be the focus and record of ongoing actions.

Agreed Schedule Review Date	01.08.2023 (policy review)	Additional Schedule Review Date	

Explain how you will monitor and record the actual impact on equality groups, including how the evidence can be revisited to measure the actual impact.

Required Actions	Owner	Date	Comment & Review
Actions taken to **monitor the implementation of policy and the impact on equality groups** (evidence and consultation)			**[ONGOING RECORD]**
[LIST]			
We will ensure the programme remains relevant and accessible to SQA colleagues using continued evaluation, engagement with colleague networks and adherence to accessibility best practice	**Employee Development Programme Manager**	**Nov 23**	
We will continue to monitor the data on protected characteristics by requesting data for new colleagues quarterly (to potentially inform the delivery method)	**Employee Development Programme Manager**	**Nov 23**	
We will review supporting materials and resources provided to hiring managers and new colleagues and ensure all are accessibility checked and compliant with most up to date best practice	**Employee Development Programme Manager**	**Nov 23**	
Use data when available from Smarter Working Programme to inform the annual content and delivery review. This will be done on a 3-month basis in line with SWP reviews.	**Employee Development Programme Manager**	**Nov 23**	

Policy Aims

Name of Policy or practice	Corporate Induction Programme
New Policy or Revision	Revision
Name of Policy Owner	Head of OD & Change Management
Date Policy Owner Confirmed Completion	September 2022

What is the rationale for this policy or practice?
The Corporate Induction Programme has been created to provide colleagues with: • a welcoming and professional introduction to the organisation and their team • an outline of our culture, values, activities, and ways of working • an understanding of how to put our values into action. • networking opportunities and signposting to corporate resources i.e., corporate plan, performance framework, colleague networks The local induction (You and Your Team) is the responsibility of the line manager and will not be reviewed as part of the programme at this time. The local induction provides colleagues with objectives which align with our corporate goals as per the My Review process. This assessment will focus on the Corporate Induction Engagement session (All About Us) and supporting materials. Supporting documents and information is available via the OD & Change Management SharePoint site. The site pages have been accessibility checked however the supporting documents (i.e., Word documents, PowerPoint slides will be accessibility checked in the future as part of this review). The programme is driven by the current performance policy and the My Review process and aligns with Recruitment and Selection and Probation policies – policies and processes owned by Human Resources have not been considered part of this assessment as they are out of scope. The programme applies to all colleagues who join the organisation from external recruitment.

Existing colleagues who return from long-term sickness or maternity leave are also invited to attend. Contractors working for the organisation attend a summarised version of the programme which does not include any employee driven activity but does include our culture and health and safety requirements.

What evidence is there to support the implementation or development of this policy or practice?

Chartered Institute of Personal Development (CIPD)

The CIPD provide learning and development professionals with best practice approaches to the successful implementation of the right learning solution in the workplace. A summary of evidence from the CIPD on the important of good onboarding practice can be found below.

New colleagues first impressions of an organisation have a significant impact on their integration within their team and overall job satisfaction. A corporate induction is an opportunity for an organisation to welcome their new start, help them settle in and ensure they have the knowledge and support they need to perform their role.

Effective induction programme benefits:

To the organisation:	To the individual:
Reduced turnover and absenteeism	Increased understanding of the organisation
Increased employee commitment	Enables them to better understand their role
Higher job satisfaction	Effectively illustrates ways of working
Impact on brand	Provides opportunity to meet new colleagues
Influence new talent	Increased early engagement for learning

In a 2022 survey conducted by CIPD on resourcing and talent planning, 28% of organisations declared they had actively improved their induction process to enhance retention. This indicates the understanding in an organisational context of the important of a successful induction programme and the impact it can have.

"An effective induction ensures that employees integrate well into, and across, their new organisation."
CIPD

The Chartered Institute of Professional Development (CIPD) include the following in their diversity and inclusion guidance for learning and development, each point is covered within the induction programme. "Include diversity issues in induction programmes, including raising awareness of employee network groups, so that all new employees know about the organisation's values and policies." The programme achieves this by including information on employee networks, a values-based exercise and signposting to policy as required (CIPD, Diversity and Inclusion in the Workplace, Factsheet – May 2021)

Data generated internally by People, Analytics, Governance and Systems on the new start population.

A report was requested and created to evidence the make-up of the new start population of SQA between January 2020-December 2021, the findings of which have been used as evidence to support the implementation and delivery of the policy. This data is based on a total figure of 211 new starts to the organisation during this time – extracts from this data can be found in the evidence tables below.

What are the aims of this policy or practice?

The Corporate Induction programme applies to all new colleagues to SQA and aims to provide individuals with –

- a welcoming and professional introduction to the organisation and their team
- an outline of our culture, values, activities, and ways of working
- an understanding of how to put our values into action.
- networking opportunities and signposting to corporate resources i.e., corporate plan, performance framework, colleague networks

Successful implementation and delivery of the programme aims to positively impact on the culture of the overall organisation through increased job satisfaction, improved performance, and retention of staff.

How is the content of these aims relevant to equality groups?

The aims of the corporate induction programme are focused on employee belonging and inclusivity for all new colleagues to the organisation.

Evidence, Consultation and Engagement

What stakeholders have you engaged with in the development of this policy or practice?

Internal evidence sources:

Colleague-led network consultation

Consultation with internal colleague networks (Appreciate Culture and Ethnicity (ACE), Rainbow, Young Person's, and Disability) was carried out during November 2021 to explore the content of the "All About Us" classroom-based corporate induction activity on those who share protected characteristics. This consultation focused on delivery in the virtual classroom and will be repeated once we have a better understanding of the direction of the Smarter Working Programme within SQA. This consultation indicated that a proposed return to the physical classroom environment for delivery of "All About Us" may have an impact on people who share protected characteristics.

ACE (Appreciate Cultural Ethnicity)
- No gaps highlighted.

Young Talent Network
- No gaps highlighted.

Rainbow Network (LGBTQ+)
- Following consultation an amendment will be made to an introduction exercise, in response to advice from the network chair. Colleagues in attendance will be invited to share their preferred pronoun during the introductory icebreaker to facilitate the opportunity to express preferred pronouns. Originally this opportunity was not built into the icebreaker and there was a potential negative impact for colleagues who share the protected characteristic of gender re-assignment as colleagues who may not have been provided with the opportunity to express their preferred pronoun.

Disability Network

The consultation with the Disability Network Chair provided insight into aspects of the virtual classroom which may disproportionately impact on disabled colleagues. The composition of the virtual "All About Us" has scope to impact positively due to –

- during housekeeping colleagues are reminded that they are free to step away from the screen/desk if they need to for comfort reasons
- The maximum time is 2 hours in acknowledgement of mental fatigue.

- PowerPoint slides are used minimally (approx. 30% of duration) and are sent via e-mail following the session for review.
- SharePoint is used as a resource and is accessibility checked.
- Presenter uses their camera when delivering and promotes the benefits of sharing video for the purpose of engagement, this also enables lip reading for colleagues with hearing difficulties.
- Colleagues are invited to advise of any special arrangements that they require ahead of attending "All About Us" in the welcome e-mail/calendar invite.

Consultation with disability network representatives will continue in the future as we transition from remote to Smarter Working as an organisation.

Data generated internally by People, Analytics, Governance and Systems on the new start population.

A report was requested and created to evidence the make-up of the new start population of SQA between January 2020-December 2021, the findings of which have been used as evidence to support the implementation and delivery of the policy. This data is based on a total figure of 211 new starts to the organisation during this time – extracts of this data can be found in the evidence table below.

Workforce monitoring data

External evidence sources:
Chartered Institute of Personal Development (CIPD) The CIPD provide learning and development professionals with best practice approaches to the successful implementation of the right learning solution in the workplace.

The onset of COVID-19 prompted a rapid transition from the physical classroom to virtual training delivery, this change impacted on the engagement session which forms part of the policy. According to the Chartered Institute of Professional Development (CIPD) virtual learning provides a more flexible provision of learning support and it is expected that as employers turn increasingly to hybrid working the level of change towards digital or blended learning approaches will be maintained (CIPD, Effective Virtual Classroom Practice, Oct 21).
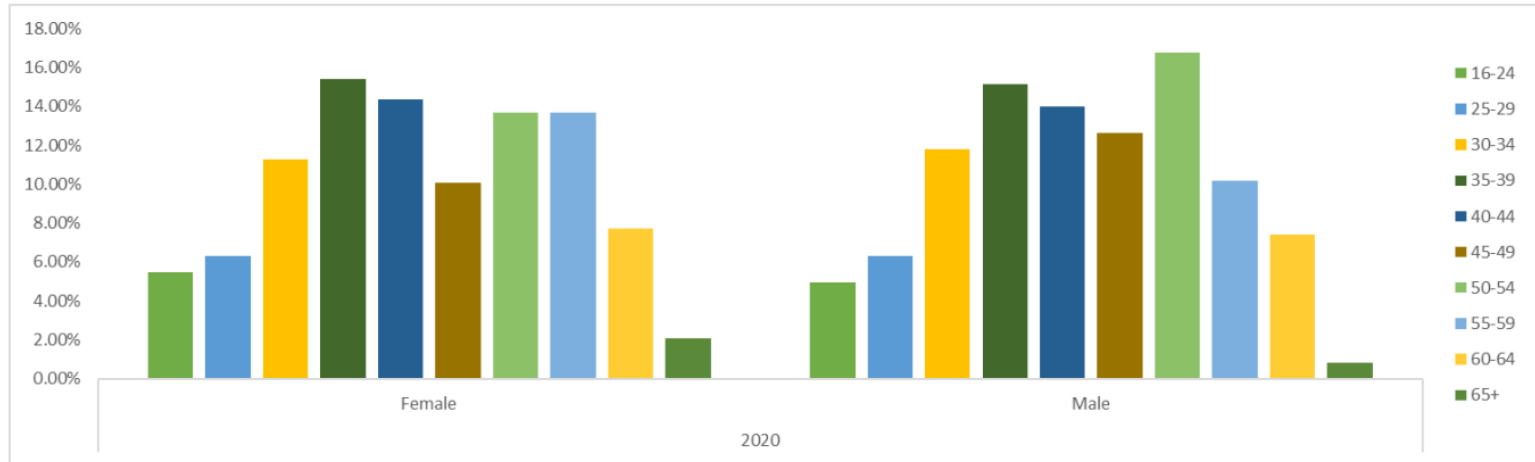
Based on this research the classroom-based activity "All About Us" will continue to be made available through a blended approach, combining online learning with delivery. At the point of this review, delivery is virtual via Microsoft Teams and lasts a maximum of two hours in line with best practice for virtual training delivery. This method of delivery will continue until we have a better understanding of what Smarting Working will look like within the organisation.

| What evidence about equality groups do you have to support this assessment?	
Age	**Overall colleagues by age-group in SQA:** Colleagues by age band and gender (sex) 2020 (as in Table 1.05) The majority of SQA employees are in the mid-range age bandings. A total of 79% workers are aged between 30 – 59. Less than 2% of SQA employees are aged 60+ and the SQA has recently seen a decrease in younger (under 35) employees. Comparisons between 2019 and 2020 data show that the greatest increase in the proportion of female colleagues is within the 60–64 age band - an increase of 12 colleagues. The 30–34 age band saw the largest reduction of female colleagues – a total of seven people. Over the same period, there was an increase in the proportion of male colleagues within the 50-54 age band - an overall increase of nine people. The largest decline in the proportion of male colleagues was in the 30-34 age band, with seven fewer people. The largest decrease was seen in the 30–34 age band for both male and female colleagues - with an overall reduction of 14 people. Source: Workforce Monitoring Data SQA 2019-2021

New start population by Age-group:

% of new start population (211)

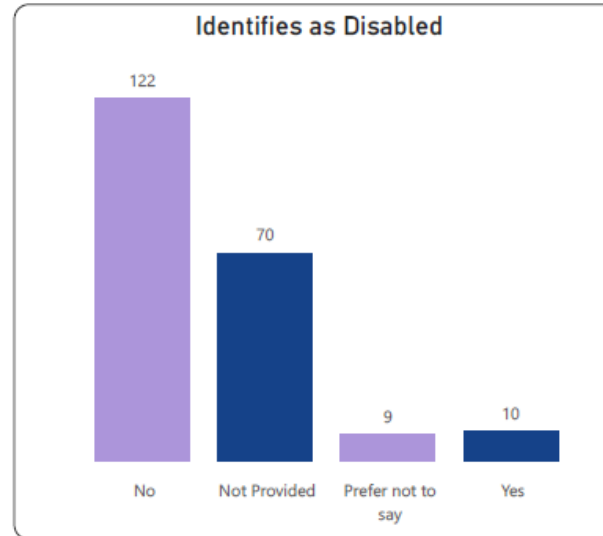| 16-24	19%
25-29	10%
30-34	12%
35-39	15%
40-44	9%
45-49	6%
50-54	11%
55-59	8%
60-64	5%
65+	1%

Age Band
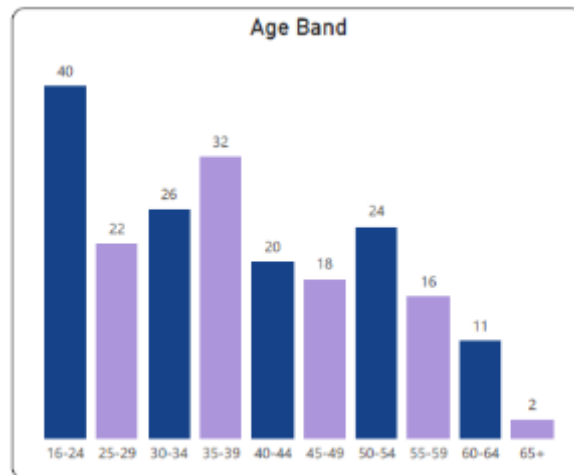
Data shows that although the majority of the overall workforce of SQA is in the mid-range (30-59), we saw a higher volume of new starts through 2020-21 in the lower range with 39% of new hires being 29 and under. The new start population from the upper age range is the smallest with only 6% of new colleagues being 60 and over.

|	
	Source: New start data provided internally by People, Analytics, Governance and Systems 2021 All new colleagues are enrolled in the corporate induction programme when joining SQA which ensures equal access for all, the characteristic of age has no identified impact on this experience.
Disability	**Identifies as Disabled** 122 70 9 10 No Not Provided Prefer not to say Yes Of 211 new colleagues, 5% identified as being disabled/having a disability. Of the remaining new start population, 58% declared they were not disabled and 37% did not provide data or preferred not to say. **Data generated internally by People, Analytics, Governance and Systems on the new start population.**

Colleagues by disability status (as in Table 1.07)
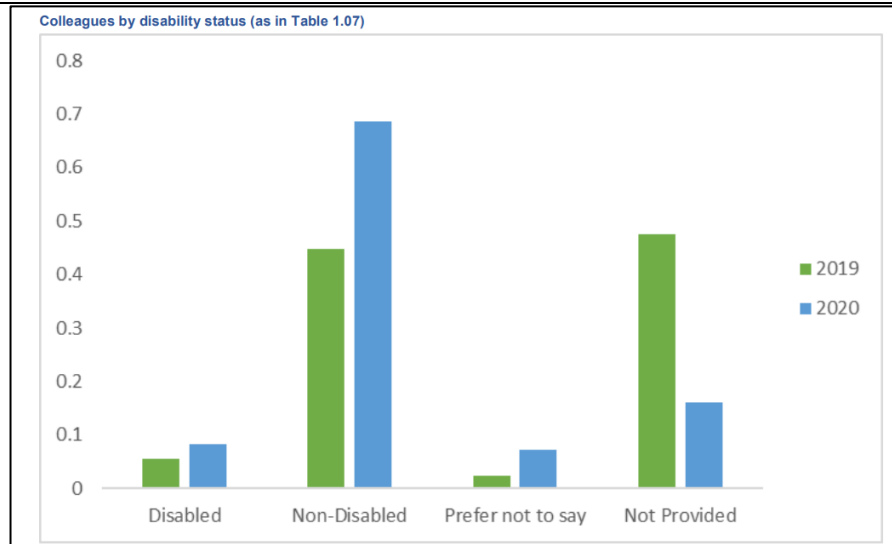
A total of 8.2% of SQA employees declared a disability in 2020. Declaration rates have significantly improved from a total response rate under the *Not Disclosed / Prefer not to say* category of 49.9% in 2019 (roughly half of employees) to a much reduced 23.1 % in 2020.

Source: Workforce Monitoring Data SQA 2019-2021

Growth in colleagues declaring having a disability in recent years highlights the need for additional consideration now and in the future for those who identify as having a disability.

The consultation with the employee-led Disability Network conducted as part of this review provided insight into aspects of the virtual classroom which may impact on disabled colleagues. The composition of the virtual "All About Us" has scope to impact positively due to –

- colleagues are reminded that they are free to step away from the screen/desk if they need to for comfort reasons.
- the maximum time is 2 hours in acknowledgement of mental fatigue.
- PowerPoint slides are used minimally (approx. 30% of duration) and are sent via e-mail following the session for review.

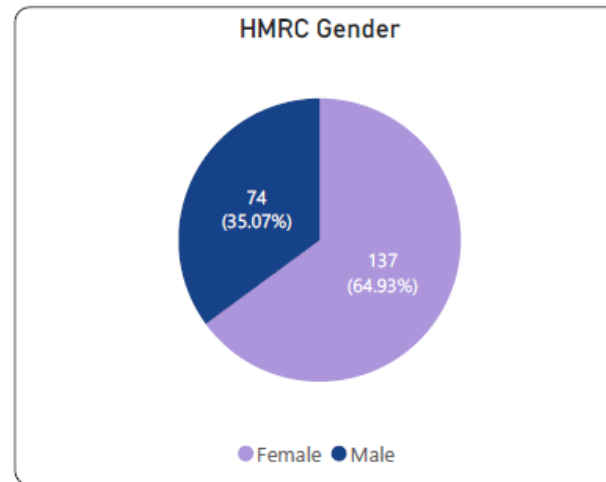|	
	• SharePoint is used as a resource and is accessibility checked. • Presenter uses their camera when delivering and promotes the benefits of sharing video for the purpose of engagement, this also enables lip reading for colleagues with hearing difficulties. • Colleagues are invited to advise of any special arrangements that they require ahead of attending "All About Us" in the welcome e-mail/calendar invite. Work is currently ongoing internally in collaboration with the Disability Network to create Autism Awareness training. Once created, this module will become part of the required learning for the corporate induction programme. This learning will be completed ahead of colleagues attending "All About Us" and will provide a foundation of knowledge for consideration by colleagues in the classroom environment. All new colleagues are enrolled in the corporate induction programme when joining SQA which ensures equal access for all, there is no evidence disability has an identified impact on this experience. Consultation with disability network representatives will continue in the future as we transition from remote to Smarter/hybrid working as an organisation as the re-introduction of office based corporate induction may disproportionately impact on those with a disability.
Race	**Race in new start population 2020-21:** 		
White (including Scottish, British, English, Irish, Polish, and other)	85%
Ethnic minority	7%
Not provided/prefer not to say	8% | **Data generated internally by People, Analytics, Governance and Systems on the new start population.** | Race	2019	2020	Variance
---	---	---	---
Ethnic Minority	1.82%	3.16%	1.34%
White	56.06%	80.40%	24.34%
Prefer Not to Say	1.07%	3.48%	2.41%
Not Provided	41.05%	12.96%	-28.09%
Total	100.00%	100.00%		 Source: Workforce Monitoring Data SQA 2019-2021

	Current workforce monitoring data on the characteristic of race is consistent with that of the new start population. Of 211 new starts, 85% declared being white in comparison to 80% of the overall population of SQA in 2020. 7% of new starts belong to an ethnic minority, across the wider organisation this figure drops to 3%. All new colleagues are enrolled in the corporate induction programme when joining SQA which ensures equal access for all, there is no evidence to suggest race has an identified impact on this experience.
Religion or Belief	Of 211 colleagues who were new to the organisation, 58% chose not to declare their religious beliefs. **Data generated internally by People, Analytics, Governance and Systems on the new start population.**

Religion or Belief	2019	2020	Variance
Christian	20.69%	29.82%	9.13%
Non-Christian	11.47%	17.28%	5.81%
None	20.69%	29.29%	8.61%
Prefer not to say	3.75%	10.33%	6.58%
Not Provided	43.41%	13.28%	-30.13%
Total	100.00%	100.00%	

Source: Workforce Monitoring Data SQA 2019-2021

Across the overall population, an improved declaration rate was shown for this characteristic in 2020. *Christian* and *No Religion* account for nearly 60% of all responses.

All new colleagues are enrolled in the corporate induction programme when joining SQA which ensures equal access for all, there is no evidence to suggest religion or belief has an identified impact on this experience. |
| **Sex** | |

HMRC Gender

74 (35.07%)

137 (64.93%)

● Female ● Male

Of a total of 211, 35% of new colleagues to SQA identified as male with the remaining 65% declaring female. This indicates a majority of new colleagues during the time were female. Moreover, of the 130 colleagues employed on a part-time basis across the whole of SQA, 85% identify as female.

Data generated internally by People, Analytics, Governance and Systems on the new start population.

To ensure the programme remains accessible the "All About Us" session is scheduled at varied dates and times across the working week to accommodate colleague working patterns. During engagement conversations with the hiring manager which take place before a new colleague start date, the schedule for "All About Us" is shared and adjustments are made to accommodate part-time working.

111/130 of the part-time colleagues identify as female. The flexibility on date and time also ensures that female colleagues are not disproportionately impacted when working on a part-time basis within SQA.

There is no evidence yet to suggest we have a gap however we will continue to monitor the data and consult with colleagues.

Sexual Orientation	Sexual orientation in new start population:	
	Heterosexual	57%
	Not provided	31%
	Prefer not to say	7%

	Other — 6%
	Data generated internally by People, Analytics, Governance and Systems on the new start population. There is no evidence yet to suggest we have a gap however we will continue to monitor the data and consult with colleagues.
Gender Re-assignment (Gender identity and transgender)	SQA do not currently report on the demography of gender re-assignment (gender identify and transgender) for the new start or overall population, with whom this policy is concerned. Following consultation with the colleague-led Rainbow Network (LGBTQ+) an amendment will be made to an introduction exercise. Colleagues in attendance will be invited to share their preferred pronoun during the introductory icebreaker to facilitate the opportunity to express preferred pronouns. Originally this opportunity was not built into the icebreaker and there was a potential negative impact for colleagues who share the protected characteristic of gender re-assignment as colleagues who may not have been provided with the opportunity to express their preferred pronoun.
Marriage/Civil Partnership	SQA do not currently have the demography of marriage/civil partnership for the new start or overall population, with whom this policy is concerned.
Pregnancy / Maternity	There is no evidence yet to suggest we have a gap however we will continue to monitor the data and consult with colleagues.
Care experience (where relevant)	There is no evidence yet to suggest we have a gap however we will continue to monitor the data and consult with colleagues.

Impact and Opportunities for Action

The impact that a policy or practice has on an equality group may be different and this requires to be recorded. The impact may not always be negative. Actions are taken to address any differential impact, and include actions to mitigate against any negative impact, to advance equality and to foster good relations between groups.

Each section contains questions for each equality group. These questions are here to support consideration; however, you can provide further detail. Focus initially on the equality groups that would be affected by this policy. If you do not consider that certain equality groups would be affected by this policy, you may leave these sections.

Protected Characteristic	General Equality Duty
Age	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
	There is no evidence yet to suggest there are impacts from this policy however we will continue to monitor the data and consult with colleagues.
	Programme content will not be changed as this is defined by the organisation and overall corporate plan. However, following significant changes in the data around age, adjustments will be made as necessary to the delivery method/s used to ensure the programme remains accessible and relevant for all.
	Advance equality of opportunity
	There is no evidence yet to suggest there are impacts from this policy however we will continue to monitor the data and consult with colleagues.
	The programme content will not be changed as this is defined by the organisation and overall corporate plan. However, following significant changes in the data around age, adjustments will be made as necessary to the delivery method/s used to ensure the programme remains accessible and relevant for all.
	Foster good relations
	There is no evidence yet to suggest there are impacts from this policy however we will continue to monitor the data and consult with colleagues.
	Programme content includes diversity and inclusion and introduces ED&I to all new colleagues as an important part of the culture of SQA.
Protected Characteristic	General Equality Duty
Disability	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010

	There is no evidence yet to suggest there are impacts from this policy however we will continue to monitor the data and consult with colleagues.
	Equality data will continue to be monitored as part of this review. The programme content will not be changed as this is defined by the organisation and overall corporate plan. However, following significant changes in the data around disability, adjustments will be made as necessary to the delivery method/s used to ensure the programme remains accessible and relevant for all.
	Advance equality of opportunity
	There is no evidence yet to suggest there are impacts from this policy however we will continue to monitor the data and consult with colleagues.
	Foster good relations
	There is no evidence yet to suggest there are impacts from this policy however we will continue to monitor the data and consult with colleagues.
Protected Characteristic	**General Equality Duty**
Race	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
	There is no evidence yet to suggest there are impacts from this policy however we will continue to monitor the data and consult with colleagues.
	There is no evidence yet to suggest there are impacts from this policy however we will continue to monitor the data and consult with colleagues.
	There is no evidence yet to suggest there are impacts from this policy however we will continue to monitor the data and consult with colleagues.
	There is no evidence yet to suggest there are impacts from this policy however we will continue to monitor the data and consult with colleagues.
	Foster good relations
	There is no evidence yet to suggest there are impacts from this policy however we will continue to monitor the data and consult with colleagues.
	There is no evidence yet to suggest there are impacts from this policy however we will continue to monitor the data and consult with colleagues.

Protected Characteristic	General Equality Duty		
Religion or Belief	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010		
	There is no evidence yet to suggest there are impacts from this policy however we will continue to monitor the data and consult with colleagues.		
	Advance equality of opportunity		
	There is no evidence yet to suggest there are impacts from this policy however we will continue to monitor the data and consult with colleagues.		
	Foster good relations		
	There is no evidence yet to suggest there are impacts from this policy however we will continue to monitor the data and consult with colleagues.		
Protected Characteristic	**General Equality Duty**		
Sex	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010		
	There is no evidence yet to suggest there are impacts from this policy however we will continue to monitor the data and consult with colleagues.		
	Advance equality of opportunity		
	There is no evidence yet to suggest there are impacts from this policy however we will continue to monitor the data and consult with colleagues.		
	Foster good relations		
	There is no evidence yet to suggest there are impacts from this policy however we will continue to monitor the data and consult with colleagues.		
Protected Characteristic	**General Equality Duty**		

Sexual Orientation	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
	There is no evidence yet to suggest there are impacts from this policy however we will continue to monitor the data and consult with colleagues.
	Advance equality of opportunity
	There is no evidence yet to suggest there are impacts from this policy however we will continue to monitor the data and consult with colleagues.
	Foster good relations
	There is no evidence yet to suggest there are impacts from this policy however we will continue to monitor the data and consult with colleagues.
Protected Characteristic	**General Equality Duty**
Gender Re-assignment (Gender identity and transgender	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
	There is no evidence yet to suggest there are impacts from this policy however we will continue to monitor the data and consult with colleagues.
	Advance equality of opportunity
	There is no evidence yet to suggest there are impacts from this policy however we will continue to monitor the data and consult with colleagues.
	Foster good relations
	There is no evidence yet to suggest there are impacts from this policy however we will continue to monitor the data and consult with colleagues.
Protected Characteristic	**General Equality Duty**
Marriage/Civil Partnership	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010

	There is no evidence yet to suggest there are impacts from this policy however we will continue to monitor the data and consult with colleagues.
	Advance equality of opportunity
	There is no evidence yet to suggest there are impacts from this policy however we will continue to monitor the data and consult with colleagues.
	Foster good relations
	There is no evidence yet to suggest there are impacts from this policy however we will continue to monitor the data and consult with colleagues.
Protected Characteristic	**General Equality Duty**
Pregnancy / Maternity	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
	There is no evidence yet to suggest there are impacts from this policy however we will continue to monitor the data and consult with colleagues.
	Advance equality of opportunity
	There is no evidence yet to suggest there are impacts from this policy however we will continue to monitor the data and consult with colleagues.
	Foster good relations
	There is no evidence yet to suggest there are impacts from this policy however we will continue to monitor the data and consult with colleagues.
Considered by SQA	**General Equality Duty**
Care experience (where relevant)	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010

	There is no evidence yet to suggest there are impacts from this policy however we will continue to monitor the data and consult with colleagues.
	Advance equality of opportunity
	There is no evidence yet to suggest there are impacts from this policy however we will continue to monitor the data and consult with colleagues.
	Foster good relations
	There is no evidence yet to suggest there are impacts from this policy however we will continue to monitor the data and consult with colleagues.

Rationale

If you are proceeding with a decision that may have a negative impact and are not putting in place actions to mitigate against this, please explain how this is objectively justified.
n/a