

# SQA Equality Impact Assessment

Please read the [Equality and Human Rights Commission Guidance on assessing impact](#).

## Your policy

### 1 What is the name of your policy, procedure, proposal, project, or decision\*?

\*Referred to as 'policy' hereafter.

<b>Policy name</b>	<b>Mentoring Programme</b>
<b>Completed by</b>	Sarah Anne Rooney
<b>Head of service</b>	Elaine Gourlay
<b>Date</b>	24 November 2021
<b>Next scheduled review date</b>	November 2022

### 2 Main purpose of policy

What is the main purpose of the policy?

Mentoring is recognised within the learning and development sector as a valuable tool within an organisation to build cultural connections, manage change and networking opportunities for career development and support our own learning through sharing our lived experience to learn from each other. According to the CIPD mentoring can be helpful in:

Assisting performance management.

Preparing and supporting people through change.

Supporting self-directed learning and development.

Sharing curated resources.

CIPD. (2021). Coaching and Mentoring Factsheet. Available: <https://www.cipd.co.uk/knowledge/fundamentals/people/development/coaching-mentoring-factsheet#ref>. Last accessed 13.12.2021.

In SQA mentoring will be a long-term development intervention to help someone achieve personal and professional goals. This includes talent development, personal impact, performance, and career goals. Mentoring will be for development and performance, in the organisational context including personal behaviours as displayed in the work environment and behavioural expectations as set out in the demonstration of SQA values and the leadership statement.

The SQA Mentoring programme for the first 12 months will focus on **preparing and supporting people through change** and **supporting self-directed learning and development** (CIPD as above) with:

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**Career development mentoring** to self-identify career pathways, development opportunities and learning resources that will help employees leverage change and subsequent opportunities, most significantly as the organisation goes through the process of replacement. This type of mentoring also includes using mentoring to reduce skills gaps and share experience and line managers who wish to mentor other colleagues who are new or aspiring line managers.

**Mutual mentoring** promoting self-directed learning for diversity and inclusion best practice. Following a direct request to OD and Change Management from our Employee Network ACE (Appreciate Culture and Ethnicity), mutual mentoring has specifically been selected as a tool to improve organisational practice in supporting underrepresented groups, provide a platform for effective voice and to contribute to organisational decision making. This will help us build a culture of inclusive action and trust that all colleagues are respected, listened to, and valued.

The reason ACE network requested mutual mentoring is due to the success other organisations such as NHS and Network Rail have had with these relationships positively impacting on decision making by senior leaders. They believe sharing lived experience will give senior leaders the opportunity to make better informed cultural and strategic decisions that promote positive equality and diversity actions. This was agreed by all employee networks however ACE are the only network who would like to be involved in the first 12 months of the programme. Other employee networks will follow if the evaluation data shows the activity has been successful.

Both NHS and Network Rail were used in research to build the mutual mentoring section of the mentoring programme alongside Scottish Mentoring Network and the Employers Network for Equality and Inclusion. The guidance for mutual mentors is primarily based the established and successful NHS leadership academy model. NHS. (2020). *Reciprocal mentoring for Inclusion Programme*. Available: <https://www.leadershipacademy.nhs.uk/programmes-old/reciprocal-mentoring-for-inclusion-programme/>. Last accessed 13.12.2021.

**Talent development mentoring** for young talent (under age 25 as defined by Investors in Young People IYP). This type of mentoring is being offered only to this age group for two reasons:

- The IYP reports have identified that young talent feel they do not have access to development opportunities, do not have enough information on career pathways and are passed over for promotion due to perceived inexperience. As part of the Young Talent strategy, they will have access to a talent development mentor to identify their own development opportunities, career pathways, skills toolbox and use the mentoring relationship to network with others and learn from their career experiences.
- Feedback from ex modern apprentices in the quarterly reviews over the past 3 years has demonstrated that having access to a mentor who had been in their position and understands the challenges would be more helpful than someone who has not had this experience. This would help them identify where they can invest in their own learning and development during their apprenticeship programmes to gain sustainable employment.

### **Access to Mentoring**

The mentoring programme can be accessed by via:

- My Review conversations including any monthly 121 development and career conversations. Please see My Review process in Learning & Development Policy. <https://sganow.sharepoint.com/sites/intranet/Corporate%20policies/Forms/AllItems.aspx?id=%2Fsites%2Fintranet%2FCorporate%20policies%2FLearning%20and%20Development%20Policy%20Feb%202010%2Epdf&parent=%2Fsites%2Fintranet%2FCorporate%20policies>

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- Upon approval by the line manager the employee can select Request a SQA Mentor or Ask to be a SQA Mentor on the Development Record.
- OD and Change will action this request via their monthly development record report.

All employees have access to the development record and all employees should receive a My Review conversation in April and October each year.

Information on how to access the mentoring programme has been agreed with employee networks, Equality steering groups, and shared with Heads of Service and Line Managers who have promoted mentoring opportunities. Further communication is due to commence in January 2022 where the Organisational Development (OD) and Change SharePoint page which is accessibility checked and will be the central location for information on how to access the mentoring programme. **Mentoring Programme Activity**

### **Mentor Activity**

Mentors will:

- Role model behaviours in line with our values and leadership statement.
- Use a CMI recommended coaching model to help the mentee identify their goals.
- Provide relevant advice and guidance within an organisational context.
- Abide by European Mentoring and Coaching Council framework:  
[https://emccuk.org/Public/Accreditation/Competence\\_Framework.aspx](https://emccuk.org/Public/Accreditation/Competence_Framework.aspx)

There are currently four talent development mentors who work exclusively with modern apprentices. Feedback is captured at quarterly reviews with OD and Change Management representatives. This feedback is considered when making changes to the apprenticeship and mentoring programmes. At this point no changes have been required. There are a further three talent development mentors in the pool ready to be matched exclusively with young talent. The Young Talent Strategy aims to also match every employee under the age of 24 with a talent development mentor in 2022

There are no active career development mentors for existing employees however there are five career development mentors in the mentoring pool ready to be matched.

There are no active mentors to reduce the skills gap however this is expected to change once the plan to replace SQA is shared and there is an understanding of the roles required.

There are no active line managers mentoring new or aspiring line managers however this is expected to change once the plan to replace SQA is shared and there is an understanding of the roles required.

### **Mutual Mentor Activity**

Mutual mentors are referred to as mentoring partners and both partners are responsible for identifying concrete goals and objectives each would like to achieve as result of the relationship and creating an action plan. The relationship will be a long-term commitment with a minimum of 12 months to achieve lasting behavioural change and both parties should agree early on how they wish to support and work with each other.

There are currently two mutual mentoring relationships in early stages and measurements of success have not yet been identified however feedback will be sought at the 6-month stage via anonymous survey.

### **Line Manager Activity**

Information for line managers on mentoring and how to support mentoring within the team is currently delivered at Line Manager Programme Workshops under the section Development

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and Career Conversations. This will be widened once information is available on the OD and Change SharePoint as above. A Mentoring Handbook for mentors, mentees and line managers will also be available in April 2022. Once a mentoring relationship begins the line manager will support the mentor/mentee by:

- Respecting the confidentiality of the mentoring relationship.
- Providing access to relevant support and resources.
- Understanding the principles of mentoring and its benefits.

## **Training**

### **Mentor Training**

Mentors will have a CMI (Chartered Management Institute) Level 3 qualification in Coaching and Mentoring, or equivalent. In addition, they will complete an online Knowledge and Understanding of Mentoring Practice with Scottish Mentoring Network and an internal Mentor Guide to Best Practice module with associated templates available on SQA Academy.

Mutual mentors are not required to undertake the above learning and development as they are not performing in a traditional mentoring relationship where the mentor has the primary responsibility. As it is a shared partnership and responsibility, they will follow a mutual mentoring guidance document available on the OD and Change SharePoint page. All guidance has been created using direction from Scottish Mentoring Network, CIPD and NHS Leadership Academy.

### **Mentee Induction**

Mentees will be invited to an induction session once they are matched with a mentor. The session will cover mentoring models for goal setting, how to get the best from mentoring, code of conduct and their responsibilities as a mentee.

### **Supervision**

Supervision is currently in place with young talent development mentors who meet quarterly with experienced mentors to share experience and review best practice in a confidential and safe space.

### **Mentoring Handbook**

A Mentoring Handbook will be available in April 2022 detailing the following:

- Purpose of the programme
- Roles and responsibilities
- Recruitment, selection and matching
- Mentor Training
- Mentee Induction
- Support and Supervision
- Process and Documentation
- Evaluation

### **Access to the CMI qualification**

For the first 12 months of the mentoring programme, access to CMI will be prioritised by the following criteria:

#### **Skills Gaps**

Addressing skills gaps by giving experienced colleagues who are due to leave the organisation in the next 10 years, the tools to be a mentor and share their knowledge and experience to ensure it stays in the organisation when they leave. Currently there are 225

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colleagues over the age of 55 and 59 colleagues under the age of 24, these mentor relationships will future proof our skill set in the next 10 years.

### **Young Talent**

Developing young talent on apprenticeship programmes by giving ex modern apprentices the tools to be a mentor and share their knowledge and experience to ensure current modern apprentices can understand how to use their apprenticeship to gain sustainable employment.

### **Line Manager Development**

Line managers to use the knowledge of mentoring to develop a coaching leader style, mentor new line managers to ensure consistency of the line manager role and best practice and help the organisation create a culture of self-directed learning.

Diversity and inclusion mentoring only uses the mutual mentoring mechanism as proposed and agreed with employee networks. There is no requirement to be CMI qualified for mutual mentoring therefore there is no requirement to prioritise other protected characteristics at this time.

Mentoring is open to all however a mentor is not a qualified or trained health professional and should the need arise for an individual to seek support from a trained medical professional, such support will be signposted by the mentor. In such instances where the mentor is of the view that the mentee requires support which the mentor is not trained to provide, the mentoring should pause, and the mentee referred by [the Employee Development Programme Manager] to appropriate services. In such instances where the mentee may still benefit from mentoring a discussion will be held with the mentor and mentee to confirm the boundaries and scope of the mentoring relationship using the Mentoring Handbook as guidance.

### **Mentor and Mentee Matches**

This process was designed in collaboration with employee networks and using the Scottish Mentoring Network best practice as outlined in the Professional Certificate in Coordinating Mentoring Programmes Award SCQF Level 9 specification  
<https://scottishmentoringnetwork.co.uk/services/training/>

A mentor will be selected from the pool who has knowledge and experience in the subject matter requested by the mentee.

- ◆ A chemistry meeting will be arranged for the mentor and mentee.
- ◆ If the mentee does not want to take the relationship forward, then other mentor will be matched and another chemistry meeting arranged until a match is made.
- ◆ If the mentee does want to continue the relationship a match will be recorded on OD and Change Managements secure spreadsheet.

## **3 Information and evidence used to evaluate impact**

What information, and evidence, is being used to evaluate the impact of this policy on people who share protected characteristics?

Employee networks were consulted on the mentoring programme overview as outlined above. Each network had an opportunity to provide direct feedback and a working group with network representatives was established to design the mutual mentoring section of the

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programme and feedback on the mechanics of the wider programme including training, access and responsibilities.

Apprentices are interviewed at their quarterly reviews with OD and Change Management on the value of having a mentor, positive ways of working and opportunities for better ways of working and how it has impacted on their employability outcomes.

Young talent development mentors for apprentices are interviewed at their quarterly reviews with OD and Change Management on the workings of the programme, CPD requirements and positive ways of working and opportunities for better ways of working.

Mutual mentoring has not yet been reviewed however a planned review is in place for the 6-month stage. This will be an anonymous survey and include positive ways of working and opportunities for better ways of working and the impact of mutual mentoring on organisational practice in supporting underrepresented groups, provide a platform for effective voice and to contribute to organisational decision making.

Career development mentors for all colleagues and talent development mentors for colleagues under the age of 24 will be reviewed for measures of success when matches have been made.

CMI courses are reviewed via feedback forms from the training provider that are shared with OD and Change Management. Any actions are then carried out by OD and Change Management.

The programme itself will be benchmarked against the framework of best practice by the Scottish Mentoring Network. The Employee Development Programme Manager in OD and Change Management will be able to do this once the Professional Certificate in Coordinating Mentoring Programmes at SCQF level 9 is complete approx. April 2022.

### **Internal Evidence Sources**

Employee networks

Current mentors

Modern apprentices

HR Equality Monitoring Data

Young Talent strategy

### **External Evidence Sources**

Chartered Institute of Personnel and Development

Investors in Young People

Scottish Mentoring Network

NHS Leadership Academy

Network Rail

Scotrail

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## **Public Sector Equality Duty**

SQA is required to have 'due regard' to the need to eliminate unlawful discrimination, advance equality of opportunity and foster good relations.

This section provides the opportunity to capture how the policy will contribute towards the three aims of the general equality duty, and to consider if there is anything more we need to do to meet our responsibilities.

### **4 How might this policy impact on people who share protected characteristics?**

Please consider positive or negative impacts. (At the beginning of the process, you may want to record perceived impact. Ongoing monitoring of the policy will allow you to measure the actual impact of the policy.)

Protected characteristic	Impact (positive/negative/neutral)	Please provide more information
Age	Positive	<p>Access to the CMI qualification is prioritised for:</p> <p>Older colleagues who are due to leave the organisation in the next 10 years. This will give them tools to be a career development mentor and share their knowledge and experience to ensure it stays in the organisation when they leave. Currently there are 225 colleagues over the age of 55.</p> <p>Ex modern apprentices (some of whom are under age 25) to be able to share their knowledge and experience with current modern apprentices as a young talent development mentor. It is presumed some ex-apprentices will be under 25 as the programme will accept no one older than 19 years old due to funding requirements. However, there is no data to confirm if a colleague entered the organisation as a modern apprentice pre 2018.</p>
Disability	Neutral	<p>Around 8% of colleagues identify as disabled however there is no current data available on an additional need or benefit from having access to mentoring. At present the Disability network have not highlighted such need however we will include an equality monitoring form when requesting a mentor and review at the data on a quarterly basis for the programme to identify if the number of employees who identify as disabled have increased or the Disability network has further information or requests.</p>
Marriage or civil partnership	Neutral	<p>There is no current data available or employee networks in place to inform decision making. There would also be minimal impact from mentoring for this group</p>

Race	Positive	<p>Around 6 % of colleagues identify as from a BAME background however there is no current data available on an additional need or benefit from having access to mentoring. At present the ACE network have highlighted mutual mentoring as being beneficial due to the success in changing attitudes on race at other organisations such as Network Rail and NHS and mutual mentoring has been adopted and will be reviewed at the 12-month point</p>
Religion, belief or non-belief	Neutral	<p>Around 32% of colleagues identify as having a religious belief however there is no current data available on an additional need or benefit from having access to mentoring. We will review at the 12 month review for the programme to identify if the number of employees who identify as having a religious belief has increased or further information on the benefits of mentoring has become available.</p>

<p>Sexual orientation</p>	<p>Neutral</p>	<p>Colleagues disclosed their sexual orientation as:</p> <p>Bisexual: 1.5%</p> <p>Gay man: 2.1%</p> <p>Gay woman/lesbian: 1.2%</p> <p>Heterosexual/straight: 71.3%</p> <p>In another way: 0.4%</p> <p>However, there is no current data available on an additional need or benefit from having access to mentoring. We will review at the 12-month review for the programme to identify if the number of employees who have disclosed sexual orientation has increased or further information on the benefits of mentoring for these groups has become available.</p>
<p>Gender reassignment (gender identity and transgender)</p>	<p>Neutral</p>	<p>Around 0.002% of colleagues have identified as transgender however there is no current data available on an additional need or benefit from having access to mentoring. We will review at the 12-month review for the programme to identify if the number of employees who have disclosed gender reassignment or identify as transgender has increased or further information on the benefits of mentoring has become available.</p>

Pregnancy/maternity	Neutral	Around 1.5% of colleagues are currently on maternity leave however there is no current data available on an additional need or benefit from having access to mentoring. We will review at the 12-month review for the programme to identify if the number of employees who disclosed a pregnancy, are on maternity leave or returned from maternity leave has increased or further information on the benefits of mentoring has become available.
Sex	Neutral	38% of colleagues identify as male and 62% as female however there is no current data available on an additional need or benefit from having access to mentoring
Care experience (where relevant)	Neutral	There is no current data available or employee networks in place to inform decision making.

**5 What arrangements could be implemented to reduce or mitigate any potential adverse or negative impacts identified above?**

Not applicable until the programme is reviewed and data available from participants on the programme and the makeup of the organisation. Once the programme has mentors in all areas we will review the data and break down into those who are the mentors to those that are the mentees – for example if we see a greater % of one sex being engaged as mentors we will define what action we will take. The Professional Certificate in Mentoring practice will also identify any risk or areas of concern.

**6 If you are proceeding with a decision that may have a negative impact despite the mitigatory arrangements identified, are you satisfied that this is objectively justified, ie a proportionate means of achieving a legitimate aim? Please provide explanatory details.**

Not applicable at this time.

**7 Could this policy be revised or changed to better meet the general equality duty?**

The programme will be reviewed in April 2022 after the Professional Certificate in Mentoring practice is complete and benchmarked for best practice.

All employee networks are kept updated on progress of the programme through quarterly network meetings, the HR Equality sub group and the OD and Change SharePoint page and significantly mutual mentoring for ACE network when invited to their quarterly reviews.

Once mutual mentors have been invited for review, any feedback will be considered, and appropriate changes made.

The quarterly review with talent development mentors and mentees in the young talent remit will identify any further issues and actions will be taken if appropriate.

**8 Has there been consultation/is consultation planned with people who will be affected by this policy/procedure/project/decision? Please detail below how this has affected your decision making.**

Please see above planned review.

**9 How will this policy be monitored and evaluated?**

In agreement with our employee networks and following Scottish Mentoring Network best this programme will be measured by the following methods:

1. Quarterly anonymous feedback forms addressing meaning, value, and participation to understand the experience of the mentee and mentor.
2. Pre and Post mentoring questionnaires for mentors and mentees to identify if mentoring supported their development aims.

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3. An increase in the number of young people under the age of 25 or 28 if with SQA for 3 years, who progress into roles at Grade 5 or above as there is significant step in the level of responsibility in these roles.
4. Focus group with mentors on the suitability of the mentoring programme processes.
5. An increased uptake year on year of mentoring as a development solution.
6. Continued quarterly review for mentors and mentees in talent development mentoring for young talent.
7. An equality survey to be completed by all participants prior to engagement.

This list will be reviewed upon completion of the the Professional Certificate in Mentoring practice qualification.

An EQIA will carried out on an annual basis beginning November 2022.

## Action plan

<b>Action:</b>	<b>Owners:</b>	<b>Dates:</b>
Reevaluate programme after the Professional Certificate in Mentoring practice has been completed	<b>Sarah Anne Rooney</b>	<b>April 2022</b>
Evaluate the mutual mentoring provision after mentors have been matched for at least 6 months.	<b>Sarah Anne Rooney</b>	<b>April 2022</b>
An EQIA will be carried out on an annual basis beginning November 2022.	<b>Sarah Anne Rooney</b>	<b>November 2022</b>
Equality surveys given prior to matching mentor and mentee will be reviewed on a quarterly basis to identify any trends where further action could be taken to support. Break down data into mentor and mentee to identify if one group is aligning with a mentor or mentee role more than another.	<b>Sarah Anne Rooney</b>	<b>Ongoing</b>
Explore with HR how individuals involved in active Employee Relation/Role performance issues can access mentoring as a way forward. once any formal process is deemed complete.	<b>Sarah Anne Rooney</b>	<b>March 2022</b>

## Approval and publication

Completed equality impact assessments will be published on SQA's website. As such, they must:

- ◆ be discussed and approved
- ◆ be sent electronically to [equality@sqa.org.uk](mailto:equality@sqa.org.uk)
- ◆ have actions identified, recorded and monitored as part of SQA's equality action plan

## Summary of the Public Sector Equality Duty (PSED) of the Equality Act 2010

### Components

A public authority must, in the exercise of its functions, have **due regard** to the need to:

- a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act (**Fairness**)
- b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it (**Opportunity**)
- c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it (**Respect**)

### Due regard

Regarding (b) **Opportunity**, having due regard specifically involves taking steps to:

- a) Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic\*
- b) Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of the persons who do not share it
- c) Encourage persons who share a relevant protected characteristic to participate in public life or any other activity in which participation by such persons is disproportionately low

Regarding (c) **Respect**, having due regard specifically involves taking steps to:

- a) Tackle prejudice
- b) Promote understanding

\*Due regard comprises two linked elements: proportionality and relevance. The weight that public authorities give to equality should be proportionate to how relevant a particular function is to equality. In short, the more relevant a policy, procedure or practice is to equality and people, then the greater the regard that should be paid.

### Protected characteristics

The protected characteristics are:

- ◆ Age
- ◆ Marriage and Civil Partnership\*\*
- ◆ Religion or Belief
- ◆ Disability
- ◆ Pregnancy and Maternity
- ◆ Sex

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- ◆ Gender Reassignment
- ◆ Race
- ◆ Sexual Orientation

\*\*Although marriage and civil partnership applies to section a) in employment only, this will be considered for all stakeholders.