

# Talent Management Strategy

Equality Impact Assessment

December 2010

# Equality Impact Assessment (EIA) for DWP Talent Management Strategy

## 1. Introduction

The Department for Work and Pensions has carried out an equality impact assessment on its Talent Management Strategy, assessing the proposal in line with the current public sector equality duties.

This process will help to ensure that:

- the Department's strategies, policies and services are free from discrimination;
- the Department complies with current equality legislation;
- due regard is given to equality in decision making and subsequent processes; and
- opportunities for promoting equality are identified.

This equality impact assessment looks at the internal and external aspects of the Talent Management strategy.

## 2. Purpose and aims of the Talent Management Strategy

The Talent Management Strategy considers internal development programmes and the wider sourcing and provision of talent to meet the organisation's future needs.

The Department's strategy to managing talent is dedicated to:

- assessing short and long term staffing needs against the current workforce;
- identifying the key roles that facilitate the delivery of DWP strategic goals;
- providing development opportunities that will better equip talented individuals to operate effectively in those roles;
- allowing senior leaders to construct and implement robust succession plans for those roles;
- creating talent pools, which will support the succession plans;
- recruiting the best talent available externally, where vital skills are not available internally; and
- taking full account of Professional Skills for Government requirements and the DWP Capability Reviews.

The strategy is linked to business need and is supported by a number of separate talent management programmes. EIAs have been conducted for each separate programme and are detailed in the annexes.

### 3. Procedures already in place

DWP already has a number of well-established procedures and policies in place around recruitment and selection to meet legal requirements relating to equality. Talent and Resourcing section acknowledges that these processes (e.g. competence based applications) underpin procedures which help enhance the Department's processes and provision of talent.

Many underpinning processes have previously been impacted, are embraced and ensure compliance. Such procedures which link to talent management include:

- the DWP recruitment process including application forms;
- interview scoring systems;
- guidance for panel interviews and the provision of trained interviewers.

### 4. Impact of the Strategy

Each individual programme strand which supports the strategy has been impacted separately and is covered in the attached annexes.

- Annex 1 - Emerging Talent
- Annex 2 – Executive Talent
- Annex 3 – Fast Stream
- Annex 4 - Internships
- Annex 5 – Summer Placement Programme
- Annex 6 – Reach
- Annex 7 – Summer School
- Annex 8 – Windsor Fellowship

Please note this does not include Management Trainees as these are completed by the Business Unit.

### 5. Contact details

Any further information regarding this equality impact assessment can be obtained from:

Head of OPD Talent and Resourcing, 4th Floor, DWP Adelphi, 1-11 John Adam Street, London, WC2N 6HT

Telephone: 020 7962 8078

# Annex 1 - Emerging Talent Management

## Overview

The Emerging Talent Programme is a corporate talent development programme aimed at identifying and developing Grade 7s and Grade 6s who have potential to progress to a broad range of Senior Civil Service roles within a relatively short timescale. As such the programme is not marketed, or strategically placed, to be a positive-action type programme.

Business areas nominate high potential Grade 6 and 7 staff to participate in selection activity. Those successful are then invited to join the Emerging Talent pool. The process for nominations is supported by HR Specialists who ensure diversity and equality guidelines are followed.

## Nomination process

Staff are nominated via People Development Forums (PDF) agreed by Head of Professions and senior management. Annual People Development Forums chaired by HR specialists review the capability and longer term potential of all Grade 7s and 6s before nominating individuals to participate in the selection activity for the pool members to verify suitability for remaining in the pool.

HR specialists are trained and fully aware of equality legislation ensuring that discrimination and discriminatory practices are avoided.

## Consultation and involvement

The programme has support and sign off from two ET sponsors as well as HR Executive Team members. OPD has informed DTUS of the Talent Strategy and high-level design of the Emerging Talent proposition. There have been no concerns raised from DTUS on equality issues.

The emerging talent programme manager tailors the overall approach to development to meet individual and organisational needs.

# Impact of Emerging Talent Management Programme

## Disability impact

Staff are nominated in the first instance by managers and the PDF is facilitated by HR professionals. Diversity data is collected from applicants once they have applied formally for the programme. This data is then analysed. In general DWP statistics show that at present DWP is under target at Grade 6 and Grade 7 against its equality targets with 3.7% and 4.5%<sup>1</sup> respectively. Our targets for both are 5.2% of the DWP population. No (self declared) disabled candidates were recorded on the 09/10 programme. However 2.7% have been short listed in 2010. It is recognised that individuals do not declare disabilities and they are not always apparent but the figures show some concern at a national level. Ahead of the next programme (Summer 2011) DWP will assess the procedures to check for any underlying issues to validate the process.

## Reasonable adjustments

The programme team strive to ensure reasonable adjustments are met at internal and externally hosted events. By working closely with an individual at the start and throughout the programme, DWP will ensure it understands any specific needs managing requirements by working with the individual and specialist DWP teams (for example, Reasonable Adjustment Support Team and Diversity and Equality CoE as necessary).

## Race impact

Underlying processes, for example recruitment and selection processes mitigate against direct discrimination at the nomination stage and potential adverse impact. DWP statistics shows that DWP is under its internal SCS ethnic minority equality targets, Grade 6 at 4.1% and Grade 7 at 4.8%<sup>2</sup> - targets are 5.5 % (of DWP population) for both. In total 3.8% of the people on the 2009 cohort declared that they were from an ethnic minority group and 4.1% in 2010. Therefore at this stage analysis shows no cause for concern.

## Gender impact

Statistics from 2009/10 show the cohort was made up of 14 male and 12 female. This compares well against DWP targets of 45% of Grade 6 staff and 47% of Grade 7 staff being female.

Special attention to communications aim to ensure clear messages are cascaded around gender and part-time/full-time working patterns. This helps to mitigate any

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<sup>1</sup> Source - DWP Pocket facts 31/3/10 from intranet accessed 18/5/10

<sup>2</sup> Source - DWP Pocket facts 31/3/10 from intranet accessed 18/5/10

adverse effects in terms of perceived ideas about the programme and who it is aimed at.

## **Other impacts**

It is not expected that any other group are adversely impacted by design and proposition of the Emerging Talent Management programme. Senior Business Partner and HR specialist involvement ensures equality legislation guidelines are embraced.

## **Monitoring and evaluation**

DWP will assess the candidate experience of the programme through the application stage as part of evaluation including application and results stages.

DWP will monitor statistics and check for concerns in minority applications. Data including analysis of application rate by diversity groups, where available, will be monitored against "background" DWP diversity data available.

## **Conclusion and next steps**

Emerging Talent is communicated broadly via Human Resource Directors and senior Business Partners via meetings and update notes. Engagement and participation will be monitored to verify no adverse impacts of the Programme and various stages.

Ahead of the next programme (Summer 2011) DWP will assess the procedures to check for any underlying issues to validate the process.

A review of the process for applications will be undertaken ahead of the next programme with regards to ethnicity and disability

# Annex 2 - Executive Talent Management

## Overview

The Executive Talent Pool supports Payband 1s (our Senior Management Grades) who have the potential to develop towards Executive Team level positions and critical Director posts.

High potential deputy directors will benefit from participating in this pool. Participation in this pool is via ET nomination. The process for nominations is supported by HR Specialists who ensure diversity and equality guidelines are followed.

## Consultation and involvement

The programme has support and sign off from two ET sponsors as well as HRET.

The Executive Talent programme manager oversees the overall approach to development to meet individual and organisational needs.

## Impact of Executive Talent Management Programme

### **Disability impact**

Following nomination, statistics will be gathered and compared against wider DWP population. Following launch of the 2010 programme statistics will assess against current background diversity data and the DWP target of 5.2% of SCS being disabled.

### **Reasonable adjustments**

The programme team strive to ensure reasonable adjustments are met at internal and externally hosted events. By working closely with an individual at the start and throughout the programme, DWP will ensure it understands any specific needs. Managing requirements by working with the individual and specialist DWP teams (for example, Reasonable Adjustment Support Team and Diversity and Equality CoE as necessary).

## **Race impact**

Following launch of the 2010 programme statistics will be assessed against diversity data. Underlying processes mitigate against an adverse impact due to HR Business Partners supporting the process.

## **Gender impact**

Whilst any member of staff may be nominated for Executive Talent, it is recognised that DWP has less women in senior grades, for example, 31% of PB2 and above are women. As consequence, this data will be factored in to analyses in the future and particular attention will be paid to ensuring nomination process works effectively.

## **Other impacts**

It is not expected that any other group are adversely impacted by design and proposition of the Executive Talent Management programme. Human Resources Directors' and HR Director General (HRDG) involvement ensures procedures are embraced.

## **Monitoring and evaluation**

DWP Executive Team review all Deputy Directors on an annual basis and nominate those with the capability and potential to progress to DG and critical Director-level posts. The HRDG is present as at the nomination process to ensure HR monitoring and all Senior Managers are fully diversity trained to mitigate potential impact as well as documentation covering legislative requirement to ensure this is properly considered.

We will assess candidate experience as part of evaluation including application and results stages.

DWP will continue to monitor stats and check for concerns in minority applications. Data including analysis of application rate by diversity groups, where available, will be monitored against "background" DWP diversity data available.

## **Conclusion and next steps**

Executive Talent is communicated broadly via HRDs. Engagement and participation will be monitored to verify no adverse impacts of the Programme and various stages.



# Annex 3 - Fast Stream – in service

## Overview

The Fast Stream scheme provides the opportunity for high calibre staff to benefit from intensive development and training. Internally staff may apply via the in-service scheme. External applicants are covered by the Cabinet Office diversity and equality statements and as such DWP EIA focuses on in-service applicants only.

All staff applying for the Fast Stream selection process benefit by gaining feedback. Successful staff gain by the wider experience of the development activities in readying them for senior roles and activities which increase profile and enhance skills/ competencies.

## Consultation and involvement

DWP uses the Cabinet Office procedures for external recruited Fast Stream staff. Cabinet Office Psychology review the programme to ensure processes are fair. DWP consults with Cabinet Office Psychology for design and fine-tuning of in-service competition together with impact of scores on diversity groups.

## Impact of Fast Stream Programme

### **Disability impact**

Disabled applicants are allowed extra time in completing on line tests – as such a positive action to mitigate any potential impact. The process including on line tests is owned by Cabinet Office and they ensure accessibility and adjustments in terms of individuals' requirements.

Statistics from 2008 and 2009 show a slightly better success rate for disabled applicants than overall population. (In 2008, 4.2% disabled staff were successful compared to 2.77% non disabled who applied. In 2009, 13.8% successful compared to 2.3% not disabled who applied).

### **Reasonable Adjustments**

The programme team strive to ensure reasonable adjustments are met at internal and externally hosted events. By working closely with an individual at the start and throughout the programme, DWP will ensure it understands any specific needs managing requirements by working with the individual and specialist DWP teams (for

example, Reasonable Adjustment Support Team and Diversity and Equality CoE as necessary).

## **Race impact**

From past analysis there's been some concern that statistics have shown a high attrition rate from application through to successful candidates. This has been examined closely to establish stages of the process to mitigate the risk. 2009 data shows the effect was lessened – 0% successful in 2008 compared to 7.7% of successful people. This will continue to be monitored.

## **Gender impact**

Analysis from past statistics show a higher application rate from males. In 2008, the success rate was closely matched. In 2009 the rates showed a greater discrepancy – 27% Female vs 36% male - successful. This will be monitored for impact in future years.

## **Other impacts**

Staff apply by self nomination and it is not expected that any of the wider diversity groups are adversely impacted by selection methodology for DWP Fast Stream.

## **Monitoring and evaluation**

DWP will assess candidate experience as part of evaluation including application and results stages.

DWP Fast Stream will monitor stats and check for concerns in minority applications.

## **Conclusion and next steps**

The EIA shows some concern around greater application numbers from male applicants who appear to be more successful. This is monitored carefully and special attention will be paid to communications. A formal review will be initiated jointly with the Cabinet Office should this trend be seen to continue. Equally, race will be kept under review to assess and impact any notable discrepancy or “drift”.

Negative impacts are assessed and mitigated by a number of process amendments developed by Psychology Division and management interventions

# Annex 4 - Internships

## Overview

DWP introduced internships as part of the Backing Young Britain (BYB) campaign in 2009. The programme is aimed at recent graduates to offer career enhancing opportunities.

Interns benefit from work experience in accordance with the aims of BYB and Graduate Talent Pool Programme.

Applicants must complete competency based form which is scored against pre-set criteria developed by DWP Psychology Division. Interviews are held in conjunction with DWP process and practice.

## Consultation and involvement

We worked with Department for Business, Innovation and Skills to understand the policy approach. HRET approved the design and proposals. DWP did not engage wider on the approach as part of a central Government initiative but involved a number of universities in promoting the programme.

## Impact of Internships

### **Disability impact**

Disabled applicants have the same access and rights for applying for the programme. By embracing DWP Positive About Disabled People “two ticks”, DWP will ensure that disabled applicants who meet the minimum criteria will be interviewed. DWP will ensure accessibility criteria are met for individuals attending interviews. Equally, people appointed will have an assessment to ensure specific and individual needs are met.

### **Reasonable Adjustments**

By working closely with an individual at the start and throughout the programme, DWP will ensure it understands any specific needs. Managing requirements by working with the individual and specialist DWP teams (for example, Reasonable Adjustment Support Team and Diversity and Equality CoE as necessary).

### **Race impacts**

DWP promotes itself as equal opportunities employer in material advertising internships. Processes are in place to monitor applications by diversity groups at application stage with consideration against applications potentially completed in a

2nd language. We will continue to monitor application rates but negative impacts are not envisaged.

## **Gender impact**

From 2006/07 and 2007/08 data analysed<sup>3</sup> more females graduate each year (around 58%: 42% Female/male split). DWP will monitor this ratio of successful candidates securing internships with DWP for gender imbalances at application/success stage.

## **Other equality impacts**

Candidates apply and it is not expected that any of the other diversity groups are adversely impacted by selection methodology for internship positions.

## **Monitoring and evaluation**

OPD will assess candidate experience as part of evaluation including application and results stages. Evaluation of the attraction, application and results stages show no equality impacts are identified.

## **Conclusion and next steps**

Internships are on hold following the 2009/10 programme following the pan-Civil Service recruitment freeze. The EIA shows no concern on the grounds of discrimination against any group.

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<sup>3</sup> Source – HESA ([WWW.hesa.ac.uk](http://WWW.hesa.ac.uk)) Press Release 139, accessed internet 18/5/10

# Annex 5 - Summer placement programmes

## Overview

There are two targeted programmes managed by the Cabinet Office – Summer Development Programme targeted at black and minority ethnic applicants and Summer Placement Scheme targeted at disabled applicants. Both schemes offer participants real-life experience of the departments function and the work of Government Department's impact on the public. The schemes help participants make an informed choice about whether they are suited to the Civil Service.

Placements benefit from work experience to enhance their career options and potential future applications for the Fast Stream.

Applicants must complete Cabinet Office forms. Disabled candidates are managed by Cabinet Office whilst DWP interviews BME candidates using guidance supplied by the Cabinet Office.

## Consultation and involvement

DWP works with the Cabinet Office to manage this programme. Cabinet Office "owns" the recruitment process and DWP uses CO guidance to interview applicants. DWP took an equal number of disabled and race candidates in 2010.

## Impact of Summer Placement Programme

### **Disability impact**

Disabled applicants are positively targeted. The Summer Placement Scheme was established to address concerns regarding the under representation of people with disabilities on the Fast Stream and at the Senior Civil Service level (SCS).

### **Reasonable Adjustments**

Cabinet Office meets reasonable adjustments for disabled candidates attending interview and supports Govt Departments by working with SCOPE to identify needs. DWP supports candidates appropriately. DWP strives to meet reasonable adjustments' needs at an individual level.

### **Race impact**

Ethnic minority candidates are positively targeted. The programme was established to address concerns regarding the under representation of black and ethnic

minorities on the Fast Stream and at the Senior Civil Service level (SCS). This programme complies with Section 37 (Positive Action) of the Race Relation Act 1976.

## **Gender impact**

No equality issues have been identified and DWP employed equal numbers of male / female candidates. DWP will report gender data to the Cabinet Office as “owners” of the programme.

## **Other equality impacts**

Candidates apply via Cabinet Office marketing and are tested through impacted selection processes. It is not expected that any of the other diversity groups are adversely impacted by selection methodology for Summer Placements.

## **Monitoring and evaluation**

We will assess DWP candidate experience as part of evaluation including application and results stages. Full evaluation of the candidates experience will be undertaken and analyse any adverse impacts at a DWP level.

## **Conclusion and next steps**

Cabinet Office will continue to receive reports from Departments, candidates and managers. The EIA shows no concern on the grounds of discrimination against any group.

# Annex 6 - Reach

## Overview

Reach is a 12 month developmental programme for staff within DWP who are disabled or are from an ethnic minority group.

Reach is a targeted development programme which has been designed to support ethnic minority and disabled staff as part of the DWP action plan around improving services to customers through achieving a more visible and diverse civil service workforce.

DWP uses an On-line capability test (OCAT) to manage initial numbers. Subsequent process may include a Situational Judgement test (SJT) and a competency based interview. Both the OCAT and SJT as well as competency based interviews have been impact assessed in their own right and are accessible.

## Consultation and involvement

OPD has worked closely with the Diversity and Equality centre of expertise to ensure the programme fits with the DWP D&E 10 point plan. Reach has received ET and HRET approval and has a x DWP stakeholder group that are consulted at every step.

## Impact of Reach

### **Disability impact**

As Reach is a targeted programme the impact is positive on disabled people within DWP.

### **Reasonable Adjustments**

The programme team strive to ensure reasonable adjustments are met at internal and externally hosted events. By working closely with an individual at the start and throughout the programme, DWP will ensure it understands any specific needs. Managing requirements by working with the individual and specialist DWP teams (for example, Reasonable Adjustment Support Team and Diversity and Equality CoE as necessary).

### **Race impact**

As Reach is a targeted programme, it is not expected that there will be any negative impacts.

## **Gender impact**

Special attention will aim to ensure clear messages are cascaded around ethnic minorities who work part time /full time to mitigate any adverse effects as it is known that more women work part time. Data analysis from 2010 programme shows 51% male / 49% female accepted on to the programme and as such merits further analysis against the organisation background of 70% female workforce – this will be conducted ahead of a further programme being run.

## **Other equality impacts**

Candidates apply via self nomination and are tested through impacted selection processes. It is not expected that any of the other diversity groups are adversely impacted by selection methodology for DWP Reach Programme.

## **Monitoring and evaluation**

OPD will assess candidate experience as part of evaluation including application and results stages.

Full evaluation will be undertaken of the attraction, application and results stages to assess uptake amongst diversity groups compared to data held on RM. An appropriate forum will be developed to consider stats if felt to be “out of sync” with expectations.

## **Conclusion and next steps**

Participation will be monitored to verify no adverse impacts of the Programme and various stages.

The EIA shows no concern against disabled and minority staff - the expected outcomes should be similar for all participants. Some concern for working patterns will be addressed by analysis of stats to assess any negative impacts.



# Annex 7 - DWP Summer School

## Overview

Summer School is for DWP staff from AA – HEO grade. It offers an opportunity for staff to assess bigger issues in the way the Department does things and manages policy change with a view to staff gaining experience of strategic issues. Staff self nominate themselves for the programme.

Candidates succeeding securing a place on Summer School gain a wider perspective of the Department through the experience. Candidate who apply but are unsuccessful receive feedback which can help with development objectives.

Candidates apply via OCAT in the 1st instance. Subsequently candidates must complete a 250 word personal statement setting out reasons why they wish to attend.

## Consultation and involvement

Consultation has been done with stakeholders from all businesses and Summer School receives ET approval. Access to Summer school is via the Equality Impact assessed, Situational Judgement Test (SJT). Ongoing evaluation with past participants and SCS sponsors will be done to ensure quality.

## Impact of Summer School

### **Disabled impact**

Staff members have the same access and rights for applying for Summer School. DWP will ensure accessibility criteria are met and market accordingly. Precise individual needs / facilities are sought beforehand and are verified with candidates. In 2010, 6.8% of Summer School applicants recorded themselves as disabled compared to DWP background population of 6.5% (source DWP Pocket facts September 2010).

### **Race impact**

All staff have access to Summer School. Evidence shows that underlying processes (e.g. crèche facilities, prayer facilities) mitigate against any adverse impact. For example in 2010, data on ethnicity shows 26.7% of applicants were non-white compared to 11.3% of DWP staff (Source HR Pocket Facts September 2010).

## **Gender impact**

Special attention will aim to ensure clear messages are cascaded around part time /full time working patterns to mitigate any adverse effect. The gender split in terms of applications in 2010's two Summer Schools was 54% Female / 46% male compared to 67% female /33% male in DWP as a whole (source DWP Pocket facts September 2010). More investigations involving Diversity Specialists and stakeholder input will take place on this breakdown to see if further mitigating action is required by April 2011.

## **Other equality impacts**

Candidates apply via tried and tested online testing tools. Procedures ensure design considered Equality Act. It is not expected that any of the other diversity groups are adversely impacted by selection methodology for Summer Placements.

## **Monitoring and evaluation**

DWP will assess candidate experience as part of evaluation including application and results stages.

Full evaluation will be undertaken of the attraction, application and results stages to assess uptake amongst diversity groups compared to data held on RM.

## **Conclusion and next steps**

Participation will be monitored to verify no adverse impacts of the applications vs successes attending Summer School.

The EIA shows some potential concern for gender related negative impact. Special attention will be paid to communications and underpinning processes should mitigate potential impact.

# Annex 8 - Windsor Fellowships

## Overview

Windsor Fellowships is a charity backed organisation offering development opportunities for young ethnic minority people. DWP supports this by offering short term work placements for a small number of students.

Windsor Fellowships has its own marketing and targeting strategy for attracting applications and candidates. DWP receives a selected number of applicants and will ensure that interviews are carried out in conjunction with embedded interviewing and selection processes.

DWP conducts interviews with candidates using standard DWP guidance and procedures which have undergone equality impact assessments and thus been assessed.

## Consultation and involvement

DWP participation in Windsor Fellowships was taken at a strategic level. Feedback from DWP's participation in past programmes has influenced design and participation. Line managers are supported through the process of alignment and engagement to ensure the experience is enhanced for candidates and line managers. We worked with the Windsor Fellowship representative to ensure candidates' needs were met.

## Impacts of Windsor Fellowship

### **Disability impact**

DWP will ensure accessibility criteria are met and supportive of applicants as a Positive About Disabled People "two ticks" employer. Data from applicants not available as forms do not request information whether they have a disability and only requests information on requiring any assistance at interview.

### **Reasonable Adjustments**

The programme team strive to ensure reasonable adjustments are met at internal and externally hosted events. By working closely with an individual at the start and throughout the programme, DWP will ensure it understands any specific needs. Managing requirements by working with the individual and specialist DWP teams (for example, Reasonable Adjustment Support Team and Diversity and Equality CoE as necessary).

## **Race impact**

Windsor Fellowships operates within the Equality Act 2010. Its programmes target talented individuals from those who may be disadvantaged or alienated. DWP's support of this programme helps the Charity broaden its experience base of sectors.

## **Gender impact**

DWP interview procedures are utilised and no equality issues have been identified : past trends have demonstrated as been broadly equal gender split.

## **Other impacts**

Wider aspects of Equality Act : It is not expected that any of the other diversity groups are adversely impacted by DWP participating in Windsor Fellowships.

## **Monitoring and evaluation**

OPD will assess candidate experience as part of evaluation including application and results stages.

Numbers are small and trends may not be identifiable given the statistical validity of samples as low as four for example. However, DWP will continue to assess the benefits of the programme in 2010 but has made the decision to withdraw from the current programme in future years.

## **Conclusion and next steps**

DWP will ensure that it evaluates the 2010 programme and retain the report.

DWP concludes that as a targeted programme the impact is positive. There are no negative or disproportionate impacts and the expected outcome is standard for all participants.