

Diversity Delivers - Progress Report on Short-term Actions

March 2010 – final progress report for first Diversity Delivers action plan (to March 2010)

| AWARENESS AND ATTRACTION | | |
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| Communication Campaign (Recommendation A1S from Diversity Delivers) | | |
| Action | Completed | Comments |
| a) Role models - recruit board role models | Yes | <ul style="list-style-type: none"> • Three categories identified – case study, role model and mentor – and board members recruited by OCPAS for each category. • OCPAS held event in September 2009 for chairs and role models, to provide support and further information. |
| b) Board member profiles | Yes | <ul style="list-style-type: none"> • Board members to be approached by OCPAS for short biographies emphasising any differences in their backgrounds (for completion Jan 2010). Information on these board members to be included in the new OCPAS website due to be launched late March. • OCPAS held training event in September 2009 on how to use media coverage of board members to promote public appointments. • Media opportunities to be taken forward by individual public bodies as appropriate. |
| c) Promotional materials - short written guide to work of boards | Yes | <ul style="list-style-type: none"> • Produced by OCPAS (with input from our reference groups) using EHRC funding. • Due to be printed by March 2010 following completion of the pilot education programmes. |

| Communication Campaign (Recommendation A1S from Diversity Delivers) | | |
|---|------------------|--|
| Action | Completed | Comments |
| d) Promotional materials - explore distribution of written guide with other mailed documents | In progress | <ul style="list-style-type: none"> • Decision taken by OCPAS not to proceed with this approach to distribution due to costs and to feedback from the Equalities Reference Group that the planned broad approach to marketing has not proved effective in the past. • OCPAS liaising with the Scottish Government re circulation of the printed leaflet. Avenues to be considered are: <ul style="list-style-type: none"> - primary care outlets - hospital outpatient clinics - citizens advice bureaux (perhaps focus on their board members) - libraries - equality officers in local authorities. |
| e) Promotional materials - produce and distribute public appointments DVD | Yes | <ul style="list-style-type: none"> • Subtitled version produced by Scottish Government in July 2009. • Unable to offer British Sign Language version due to SG budget constraints. • 500 copies of DVD have been produced. OCPAS provided with initial supply of 150 for publicity purposes. Now being used for events and workshops. • DVD content has been added to Scottish Government You Tube site. |
| f) Public events - run meetings and events for interested groups; utilise board role models | Yes | <ul style="list-style-type: none"> • OCPAS conducting six workshops for Women in Science, Engineering and Technology (WSET) in 2009-10. • Event run late 2009 for WEA by OCPAS • Three Pathfinder Education Programmes run by OCPAS and Queen Margaret University |
| g) Workplace events | No | No action taken. Taken forward to the coming year's priority action plan. |
| h) Explore use of social networking sites | No | No action taken. Scottish Government will ask their Digital Advisory Panel to review the awareness-raising potential of social networking sites before a decision is taken whether or not to use these sites to promote public appointments. |

| Hub website A2S | | |
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| Action | Completed | Comments |
| a) Develop hub website | Yes | <ul style="list-style-type: none"> • Content completed with Scottish Government and OCPAS input (October 2008). • Website launched in May 2009. • Publicity campaign to promote hub website conducted by the Scottish Government. • Some content still to be added: blog page; signposts to opportunities for developing leadership and governance skills. <p>The Steering Group agreed the signposting will not now be done. The value of blogs is questionable, as they are being overtaken by social networking. The resource restrictions faced by all three bodies represented on the Steering Group mean our focus must be awareness-raising amongst the people within the under-represented groups who are sufficiently skilled to move into a board position in the near future. Skills development is not the focus of Diversity Delivers or the Steering Group in year two.</p> <p>The Group will not direct people to potential sources of skills development, for two reasons:</p> <ul style="list-style-type: none"> - the significant work involved in producing a comprehensive list of development opportunities and keeping it up-to-date - the fact that Group members could not confirm the quality or effectiveness of development programmes or organisations listed. |

| Publicity material A3S | | |
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| Action | Completed | Comments |
| a) Encouraging applicants - produce publicity and application documents in a more encouraging, less formal style | In progress | <ul style="list-style-type: none"> • Scottish Government has made revisions to its application form during the year. This is part of HR Public Appointments continuous improvement for all ministerial appointments. • Public Appointment Workshops (60 + attendees) held by Scottish Government HR Public Appointments for sponsor teams for all devolved public bodies (February – March 2010) included discussion on encouraging applications. |
| b) Include a welcome letter from the Chair in the application pack | Yes | <ul style="list-style-type: none"> • Chairs of several public bodies have agreed to use a personal welcome letter in their application packs for public appointments. • OCPAS has provided Chairs with examples of letters for guidance. • OCPAS Assessors make sponsor teams aware of this option during the early planning meeting of each appointment round. |
| c) Encourage individuality in advertisements | Yes | <ul style="list-style-type: none"> • Training seminar held for OCPAS Assessors on the options available to sponsor teams for more individuality in advertisements. OCPAS Assessors will encourage sponsor teams to consider these. • Scottish Government Resourcing Centre of Expertise has given sponsor teams written notice of the services available to them (from the SG contractor TMP) when deciding on advertising. • Covered in Scottish Government public appointment workshops (see A3Sa) |

| Publicity material A3S | | |
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| Action | Completed | Comments |
| d) Make clear in application packs the support people can expect if they are appointed | In progress | <ul style="list-style-type: none"> • Appointment letter provides information on the On Board induction manual. Scottish Government plans to review the On Board material and OCPAS will be asked to comment on the new material. • Scottish Government will produce a leaflet to be used by sponsor teams in application packs. The leaflet will combine information on the support available to board members when appointed with information about the Commissioner's diversity work and a request to participate in the research. • Application packs can be tailored presently by selection panel to highlight areas of support provided by the public body or sponsor directorate. No central support currently provided for this. |
| Monitoring A3S | | |
| Action | Completed | Comments |
| a) Analysis of monitoring information recommended in Diversity Delivers | In progress | <ul style="list-style-type: none"> • New equal opportunities monitoring form introduced by the Scottish Government (with input from OCPAS and the EHRC) in October 2009. • Review of effectiveness will take place in April 2010. • Scottish Government database updated to include new sections. • The first monitoring information from the new forms (for the period Oct 2009 – Mar 2010) will be made available to OCPAS in May 2010. |
| b) Targeted publicity – compile and use an information bank of different methods of publicising appointments | Yes | <ul style="list-style-type: none"> • The database has fields which allow analysis of what type of application method used, where publicised and where applicants learnt of vacancy. • This information forms part of the development of Scottish Government requirements for reports. |

| Research on board meeting arrangements and remuneration A4S | | |
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| Action | Completed | Comments |
| a) Carry out research around the times and arrangements for board meetings and remuneration for public appointments | No | <p>No action taken. Plan is for OCPAS to take forward in late 2010-11, once the new team member who will be working on Diversity Delivers is in post. The research will :</p> <ul style="list-style-type: none"> - check whether any work of this nature has been conducted by OCPA or OCPANI - question boards to establish their current arrangements and identify trends - establish whether there are compelling reasons for the current arrangements - question board members about the suitability of the current arrangements - identify different approaches, for example tele- or video-conferencing, flexibility of meetings times and their impact on board members/membership - conduct research with potential applicants (including people who express an interest then choose not to apply) and applicants regarding the suitability of the current arrangements, both traditional and flexible - circulate findings to the Scottish Government and regulated bodies |

| CONFIDENCE AND CAPACITY | | |
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| Centre of Expertise C1S | | |
| Action | Completed | Comments |
| a) Establish a centre of expertise to advise on and administer the public appointments process | Yes | <ul style="list-style-type: none"> • Responsibility for advising on and administering public appointments was moved to Scottish Government HR Department (Resourcing Centre of Expertise) in 2008. • Further development planned following a review by the previous Director General responsible for public appointments. |
| Pilot different application methods C2S | | |
| Action | Completed | Comments |
| a) Identify the core skills, knowledge and personal qualities needed for a board member to be effective | No | <ul style="list-style-type: none"> • Scottish Government Directors event held in February 2009 facilitated by then Scottish Government Director of Change & Corporate Services; OCPAS participated. First draft provided at this event. • Draft framework developed along lines of Senior Civil Service Skills for Success – currently on hold awaiting Audit Scotland project group findings. Will require to be reviewed in light of changes to the Senior Civil Service framework also. |
| b) Pilot a variety of new application methods | In progress | <ul style="list-style-type: none"> • Guidance paper provided by OCPAS on different application methods available. The methods are currently being piloted by sponsor teams on an ad hoc basis. Training provided in their use - see above at A3S (a). • Other pilots on hold awaiting completion of above action (to identify core skills, knowledge and personal qualities that will need to be tested in the application process). No other pilots planned as at March 2010. |

| Appointment-focused diversity training C3S | | |
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| Action | Completed | Comments |
| a) Provide diversity training for selection panels | No | No action taken. On hold awaiting completion of pilots of application methods. Will be taken forward in the action plan for 2010-11. |
| b) Provide regular updates on developments in equality and diversity | In progress | <ul style="list-style-type: none"> • Two-day diversity programme produced by Scottish Government. • New Scottish Government public appointments equality/diversity statement produced from 1 March 2010 (Appointed on merit; committed to diversity and equality) |
| c) Incorporate diversity training for board effectiveness into induction process for board members | No | No action taken. On Board being revised and OCPAS invited to comment on the planned changes. Will check that diversity awareness is included in On Board. |
| d) Provide more specific ongoing training for selection panels | No | No action taken. On hold awaiting completion of pilots of application methods. Will be taken forward in the action plan for 2010-11. |
| e) Measure diversity awareness as part of board members' performance assessment | No | <p>No action taken. Scottish Government to consider including promotion of diversity in:</p> <ul style="list-style-type: none"> - board membership - board processes - board thinking <p>in role descriptions, person specifications and the performance assessment of chairs of public bodies. The performance assessment will ask for examples of actions taken to promote diversity in all three areas.</p> |

| Appointment-focused diversity training C3S | | |
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| Action | Completed | Comments |
| f) Evaluate effectiveness of training | No | No action taken. On hold awaiting completion on the training noted at (a), (c) and (d) above. Will be taken forward in the action plan for 2010-11. |
| g) Provide additional support for chairs | In progress | <ul style="list-style-type: none"> • OCPAS has compiled a list of chairs who are interested in receiving additional support • OCPAS held a one-day conference for Chairs on attracting and developing diverse board members in September 2009. |
| Appointment-focused diversity training C3S contd. | | |
| Action | Completed | Comments |
| h) Ensure skills, knowledge and qualities needed to chair a diverse board are included in the person specification for each chair appointment/re-appointment | No | No action taken. Plan is that the Scottish Government will take this forward following publication of the Audit Scotland report on governance which will contain information on the public appointments process. |

| Code of Practice for Ministerial Appointments C4S | | |
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| Action | Completed | Comments |
| a) Revise the Code to make sure the actions in Diversity Delivers are reflected in the regulation of public appointments | In progress | <ul style="list-style-type: none"> • Pre-consultation carried out with Chairs of public bodies, OCPAS Assessors and Senior Civil Servants • Consultation on revised Code due April 2010 – may be moved to May depending on the publications date and content of the Audit Scotland report. • Publication of revised Code due late 2010 with time for training before implementation April 2011. |
| Promotion of openness and fairness of public appointments process C5S | | |
| Action | Completed | Comments |
| a) Expand the Commissioner’s communication activities to raise public confidence | In progress | <ul style="list-style-type: none"> • OCPAS has carried out six workshops for Women in Science, Engineering and Technology (WSET) over the year. • Event run late 2009 for WEA by OCPAS • Three Pathfinder Education Programmes run by OCPAS and Queen Margaret University |

| EDUCATION AND EXPERIENCE | | |
|---|------------------|---|
| Education programme E1S | | |
| Action | Completed | Comments |
| a) Develop and run an education programme on becoming a board member | Pilots completed | <ul style="list-style-type: none"> • OCPAS developed a Pathfinder Education Programme with Queen Margaret University and the EHRC. • Development and pilots funded by the EHRC. • Pilots ran in November 2009 and January and February 2010. • Evaluation to be conducted jointly by OCPAS and the Scottish Government in June 2010. • Steering Group will agree future roll out of Programme based on evaluation results. |
| Workshops for applicants E2S | | |
| Action | Completed | Comments |
| a) Run regular workshops on how to apply and prepare for interview | Ongoing | <ul style="list-style-type: none"> • OCPAS has carried out a number of workshops during the year for under-represented groups. • Material on how to apply included in education programme referred to above. |

| Development positions on boards E3S | | |
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| Action | Completed | Comments |
| a) Provide routes for potential board members to develop their skills - through committees and training positions | In progress | <ul style="list-style-type: none"> Feedback from reference group of Chairs of public bodies led us to focus on mentoring for potential board members instead of board training positions. |
| Development positions on boards E3S contd. | | |
| Action | Completed | Comments |
| b) Mentoring | In progress | <ul style="list-style-type: none"> OCPAS has developed a mentoring framework Mentoring skills workshops run in January and March 2010. 16 chairs/board members trained as mentors Mentee induction sessions run in February and March. 10 mentees matched with mentors. Third mentee induction to run spring 2010 following which remaining mentees will be matched with mentors |
| Opportunities for developing leadership potential E4S | | |
| Action | Completed | Comments |
| a) Identify existing opportunities for developing leadership and governance skills | No | No action taken. This will not be taken forward (see above at A2S) |