

A Fairer Scotland for Disabled People

Scottish Government Recruitment and
Retention Plan for Disabled People 2019



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CONTENTS

Foreword by the Permanent Secretary	4
1. Executive Summary	5
2. Introduction	6
3. Methodology	7
4. The Plan: Outcomes and actions in detail	8
Outcome 1:	
We become an employer of choice for disabled people with strong representation of disabled people at all levels of our workforce	8
Outcome 2:	
We have an inclusive and supportive culture where disabled people can be themselves at work	11
Outcome 3:	
Our corporate policies and practices work well, and work well together, to enable disabled people to thrive at work.	14
Outcome 4:	
We create accessible workplaces where everyone can thrive at work	16
5. Measuring progress and next steps	18
6. Definitions	19



FOREWORD BY THE PERMANENT SECRETARY

The diversity of the people of Scotland is one of our greatest assets. Our potential can only be fulfilled if we value the full range of perspectives and experiences. To be an effective Civil Service we need to be representative of the people we serve. However, increasing our diversity only goes part of the way. We need to ensure that everyone can work in an inclusive environment that enables them to be themselves and to thrive and succeed at work.

This Plan shows how we will rise to meet that challenge for disabled people working in the Scottish Government. It sits alongside wider work we are doing to build a more diverse and inclusive workplace for *everyone*. The outcomes of this Plan will shape all our work, challenging us to bring an intersectional lens to everything we do.

Having heard at first-hand some of the daily experience of disabled colleagues I am under no illusion about the scale of the challenge we face. Our buildings, processes, systems and culture too often work to disable rather than enable, and to change this will require both investment and commitment. However, I am heartened by the positive response to this Plan from across the Scottish Government and the opportunities it will bring to us as a truly inclusive organisation for disabled people.

While this plan is focused solely on what the Scottish Government will do to, we are also ensuring that the wider public sector supported to do its part as well. Over the past year, we have been working with many of them, to make reducing inequalities in Scotland part of their core remit, with a particular focus on the disability employment gap.

I would like to take this opportunity to thank the Diversity and Inclusion Team, the Corporate Analytical Services Team and Fair Work policy colleagues for their work to develop the Plan on behalf of many other teams working across the Scottish Government who will be taking action to deliver the Plan. My thanks also to the Council for Scottish Government Unions for enabling partnership working and bringing to life the [Fair Work Agreement](#) that we share. I am committed to the Scottish Government being a leading Fair Work employer.

Most of all I wish to thank those disabled people in our organisation and from Disabled People's Organisations who engaged with honesty, courage and commitment to ensure that this Plan was informed by the lived experience of disabled people working at all levels in our organisation. To all of you I say, thank you for helping to make our organisation more open. We have heard you.

We will take action so you can fulfil your potential at the Scottish Government and so we can encourage more disabled people to choose a career with us. To all of you who will be reading and acting on this Plan – thank you. You will be helping to make the Scottish Government more open and inclusive, more capable and more responsive. Without stronger diversity we will not succeed in our mission to serve the people of Scotland – it really is that simple.

LESLIE EVANS

Permanent Secretary

1. EXECUTIVE SUMMARY

The Scottish Government Recruitment and Retention Plan for Disabled People (“the Plan”) sets out the actions we will take as an employer to support more disabled people into work in Scottish Government and to enable existing disabled employees to thrive and succeed at work.

It has been developed in partnership with the Council of Scottish Government Unions, with advice and insight from Disabled People’s Organisations and, importantly, through dialogue and engagement with disabled people who work for the Scottish Government. We will continue this engagement as we take action to deliver the Plan.

The Plan sets four outcomes which define the actions we will take:

Outcome 1. We become an employer of choice for disabled people with strong representation of disabled people at all levels of our workforce.

Action to deliver this outcome includes improving the recruitment experience for disabled people applying to the Scottish Government and setting a target for external recruitment that, over the next 7 years, on average 25% of successful candidates will be disabled people. This aims to ensure we are on track to fulfil our ambition to be representative of the people of Scotland by 2025.

Outcome 2. We have an inclusive and supportive culture where disabled people can be themselves at work.

We will achieve this by working to build knowledge, confidence and skill in our managers and greater awareness across our workforce through focused communications and a range of learning and development offers. We will implement our new wellbeing strategy to raise awareness of mental and physical disability and we will offer mutual mentoring for senior leaders and disabled colleagues.

Outcome 3. Our corporate policies and practices work well, and work well together, to enable disabled people to thrive at work.

We will commission research on the collective impacts of our policies to understand better what makes a difference to disabled people being successful at work. We will work to improve our disability impact assessments when developing new or revised policies. We will ensure policies and guidance are accessible – easily located, formatted for accessibility, using inclusive language and written in plain English.

Outcome 4. We create accessible workplaces where everyone can thrive at work.

Work to achieve this outcome will include reviewing our approach to workplace adjustments to deliver a consistent, efficient and expert service for disabled colleagues. We will test Disability Passports to enable adjustments to move with the person as they move to different jobs within the Scottish Government. We will be taking every opportunity to make our working spaces more accessible and supportive of success for disabled people.

2. INTRODUCTION

The Scottish Government is committed to reflecting the society which it serves. Our ambition is to be a world-leading, diverse employer where people can be themselves at work. This Recruitment and Retention Plan for Disabled People ('the Plan') sets out in one place the actions we will take as an employer to support more disabled people into work in Scottish Government and to enable existing disabled employees to thrive and succeed at work.

Every civil servant in the Scottish Government will benefit from its successful implementation. It has been developed across directorates, in collaboration with the Council of Scottish Government Unions, reflecting our Fair Work Agreement, and with our disabled colleagues as well as external organisations which represent disabled people.

Becoming a world-leading employer of disabled people will not be simple. It will require changes across our organisation. Not only in terms of process, but culture too. We know that it is not good enough to simply recruit more disabled people, we need to ensure that new and existing disabled colleagues feel supported enough to stay and progress within our organisation as well.

8% → 16%
6% → 8%

We are not starting from scratch: the numbers of disabled people in the Scottish Government rose from 6% in 2016 to 8% 2018. Additionally, there has been a substantial increase in the proportions of disabled staff recruited into the Scottish Government: in 2018 16% of recruits identified as disabled compared to 8% in 2016.

The Plan sits within a framework of other plans and programmes. Including:

- [Fair Work Action Plan](#) which sets out a vision for Scotland of becoming a world-leading Fair Work Nation by 2025.
- [A Fairer Scotland for Disabled People: employment action plan](#) which was published in December 2018, and commits us to reducing Scotland's disability employment gap by at least half, by 2038.
- SG2020, which aims to support the National Performance Framework for Scottish Government by becoming a more open, capable, and responsive Fair Work organisation.

It reinforces our two Equality Outcomes:

- Our workforce increases in diversity to reflect the general Scottish population by 2025;
- We foster an inclusive workforce culture and value the contribution of employees from all backgrounds.

Finally, the Plan underlines the commitment of the Scottish Ministers to meeting the target that by 2038 we will reduce the disability employment gap, by at least half.

3. METHODOLOGY

Focus

This Disability Action Plan is initially for employees in the core Scottish Government and includes every Directorate. As we develop good practice and learning from implementing this Plan we will engage across the wider Scottish Government organisations (for example, Agencies) with a view to rolling out the approach more widely.

Developing the Disability Action Plan – Our approach

The Plan was developed in partnership with the Council of Scottish Government Unions and with the engagement and with the involvement of disabled people across 24 workshops. This includes our staff Disability Network, Mental Health and Wellbeing Network and ME – Chronic Fatigue Syndrome Network, as well as external Disabled People's Organisations.

This collaborative approach will be continued in the delivery of the Plan.

We also examined our analysis of data from the Scottish Government People Survey and from our HR database to add to our engagement findings. From this analytical work we know that disabled people are more likely than non-disabled people to tell us they have experienced bullying or harassment at work. Also, lower numbers of people than might reasonably be predicted share personal information to describe themselves as disabled. Nearly 4 in 10 employees have provided no information at all about their disability status.

From this analysis and the feedback we received, we have identified four clear outcomes for this Plan. These deliver on the commitment to set a target for numbers of disabled people being externally recruited into the Scottish Government. They also recognise that success requires adaptation and improvement across a number of corporate processes, practices, behaviours and culture that all interact. In other words a “whole-system” approach is required.

4. THE PLAN: OUTCOMES AND ACTIONS IN DETAIL

The 4 Outcomes this Plan will deliver are:



Outcome 1: We become an employer of choice for disabled people with strong representation of disabled people at all levels of our workforce

The recruitment process is the first time that new colleagues will interact with us. Our colleagues have told us that this process can sometimes be off-putting to disabled people, and that it shapes their view of the organisation for years to come. We know that practical improvements can be made to recruitment processes.

In response, we will deliver a set of actions to improve the recruitment experience for disabled people. Some of these are straightforward adaptations to processes, some are more challenging and wide-reaching changes to how we manage recruitment that will require testing and development.

Our colleagues also felt that disability can be viewed as a barrier to progression and career development. Therefore, we will reach out and develop the talent and potential of our disabled colleagues to ensure there are no barriers to their success in progression to leadership roles in our organisation. In addition, we need to ensure that all of our disabled colleagues, no matter their ambitions, feel valued, and want to stay within the Scottish Government.

In 2017 we set an equality outcome to increase the diversity of our workforce to be representative of the wider Scottish population. This means that we are working towards disabled people representing 19%¹ of our workforce. We will measure our success against a **target for external recruitment that, over the next 7 years until 2025, on average 25% of successful candidates will be disabled people.**² At the same time we will continue to drive towards our existing target for the proportion of disabled people entering our Senior Civil Service, currently set at 13% by 2025. To achieve this goal we will need to grow as an organisation and do substantial external recruitment through centralised processes.

1 Scottish population data source: Scottish Surveys Core Questions 2017 <https://www2.gov.scot/Topics/Statistics/About/Surveys/SSCQ>

2 You can read more about how the target was developed in the Technical Note explaining the external recruitment target document, which can be found under the supporting files drop down alongside this publication at <http://www.gov.scot/ISBN/9781839600739>

Outcome 1: We become an employer of choice for disabled people with strong representation of disabled people at all levels of our workforce

IMPROVEMENT FOCUS

- Deliver on the target for external recruitment that, over the next 7 years until 2025, on average 25% of successful candidates will be disabled people.
- Deliver on target on the flow of disabled people into Senior Civil Service to reach 13% by 2025.
- Increase the retention of disabled people.

WHAT WE LEARNED FROM OUR ENGAGEMENT WORK

- Identification with the experience of disabled people from the consultation on of [A Fairer Scotland for Disabled People: Employment Action Plan](#).
- Interest in setting a recruitment and retention target for the Scottish Government workforce.
- Interest in testing the impact of setting improvement goals for specific organisational processes like recruitment, promotion, etc.
- Acknowledgment that achieving our target will require us to set and achieve consistently high standards for the operation of processes around recruitment and on-boarding.
- Anxieties expressed that disability risks being viewed as a barrier to promotion.

WHAT WE WILL DO TO ACHIEVE THIS

We will work with the Civil Service Commission to devise compliant strategies to meet our targets to bring more disabled people into the Scottish Government workforce, including:

- Engaging with Disabled People’s Organisations to develop and implement better outreach methods to attract more disabled people and establish a more prominent place in the employment market as a diverse employer. For example, we will ensure a strong emphasis on disabled people in our next graduate diversity leadership conference in 2020 and in external recruitment campaigns in 2019-20.
- More joined up approach between our employability programme, Fair Start Scotland, and our own recruitment processes.
- Ensuring accessibility of online presence, and making use of multiple formats for advertising and applying for jobs.
- Working to ensure all recruitment reflects the good practice learned from centralised campaigns that have successfully attracted more disabled people by developing resources for major recruiters in the Scottish Government and sharing learning with all our managers.
- Taking a whole systems approach to improving the representation of disabled people in our talent pipeline.
- Building on learning from successful interview and selection methods that support disability equality. For example improving the diversity of selection panels for interviews, trained in disability equality awareness, and removing academic qualifications as a requirement criteria for non-specialist posts.
- Developing a more joined-up service to understand better and meet candidates’ needs during recruitment, and enable a smooth transition for successful candidates into the organisation.
- Continuing to involve our disability and mental health staff networks in developing our recruitment and talent approaches.
- Providing constructive feedback to unsuccessful disabled candidates who are interviewed for jobs in the Scottish Government.
- Expanding our paid work experience opportunities for disabled people at all levels of experience.
- Undertaking a review of our Senior Civil Service resourcing and selection methods to ensure an inclusive approach.
- Continuing to implement and develop new positive action initiatives to address underrepresentation of disabled people.
- Offering our disabled colleagues in middle management roles one-to-one career development advice through “talent conversations”.

HOW WE WILL MEASURE PROGRESS

- Annual assessment of changes in patterns of disability in the workforce:
 - External recruitment.
 - Senior Civil Service recruitment.
 - Retention rates.
 - Progression rates.
 - Pay gap.

Outcome 2: We have an inclusive and supportive culture where disabled people can be themselves at work

Increasing diversity is only successful when everyone can experience an inclusive and supportive culture at work.

Organisational culture is not only demonstrated through its corporate policies and processes, but is also experienced in individual teams, and through the interpersonal relationships between colleagues. Central to this is the relationship between an individual and their line manager. The disabled people we spoke to expressed a strong interest in improving awareness and understanding of disability equality and what this means in our work context within the Scottish Government.

Therefore, we will focus on building knowledge, confidence and skills amongst our managers and raising understanding and awareness of disability across our entire workforce by **delivering focused communications, signposting and providing a range of learning and development offers.**

We gather information about employees' disability status to help us meet needs and ensure we are advancing equality of opportunity. But to do this we depend upon people identifying themselves as disabled on their HR records – and it is clear that many people do not identify themselves as disabled. There can be a variety of reasons for this, including technical difficulties, and we will continue to work to resolve and understand these and to ensure that by improving our culture, more disabled people will feel comfortable and confident to identify themselves within our workforce.

To improve this, we **will take the opportunity of introducing a new employee wellbeing strategy as a major thrust to raise the profile and value we place on the wellbeing of our employees and to raise awareness of mental and physical disability.**

We will also **extend our mutual mentoring offer to disabled colleagues following a successful pilot of this approach with minority ethnic colleagues in 2018-19.**

Outcome 2: We have an inclusive and supportive culture where disabled people can be themselves at work

IMPROVEMENT FOCUS

- Improve Disability Equality awareness and organisational culture.
- Strengthen supportive relationships.

WHAT WE LEARNED FROM OUR ENGAGEMENT WORK

- Further development is needed to improve awareness and understanding of mental and physical disability.
- Disability Equality training is needed.
- There are a range of barriers experienced by disabled people that prevent full sharing of personal information about their conditions and impairments.
- Line managers do not always know how to manage and support disabled colleagues and would welcome more development on this.
- Only a very small number of Senior Civil Servants have told us they are disabled.

WHAT WE WILL DO TO ACHIEVE THIS

We will work to continue to improve our organisational culture with action for individuals, teams and for the whole organisation by:

- Providing disability equality awareness training to employees, prioritising line managers and specialist staff such as HR practitioners.
- Revising the content of our New Line Manager Development Programme to include specific emphasis on disability.
- Ensuring managers are well-informed and supported to implement workplace adjustments and to apply policies affecting disabled people consistently and fairly.
- Building the capability of managers and staff in managing their own emotional health and wellbeing by:
 - continuing to provide a dedicated series of accessible resources
 - providing a range of training solutions on mental health and wellbeing.
- Ensuring that all our Learning and Development information, materials and training suites are accessible to everyone and available in alternative formats.
- Supporting teams to value diversity and hearing different voices as part of becoming a more successful organisation by. For example, we will produce a film project showing the value and richness of diversity and equality including disability.
- Embedding inclusive leadership in the leadership development framework and curriculum, with a clear expectation of disability equality.
- Continuing to build accountability of leaders through performance management, for example by delivering our senior leaders' Diversity and Inclusion Objective challenge and ensuring that this Disability Action Plan is recognised in the personal objectives of our Permanent Secretary and Executive Team.
- Making inclusive leadership part of the selection criteria for Senior Civil Service posts.
- Undertake analysis of disability within the Senior Civil Service to understand the reasons for low reporting.
- Implementing a "mutual mentoring programme" for disabled colleagues to support career development and build inclusive leadership.
- Integrating disability equality into the provision of Organisational Development consultancy services. This will include offering informed challenge and positive modelling of inclusive leadership practices to senior leaders through coaching and team coaching.
- Supporting our disability and mental health networks to develop and be successful with clear engagement pathways to corporate support teams.
- Embedding disability equality in early HR intervention practice to support positive working relationships.
- Explicitly valuing the health and wellbeing of all our people through the delivery of the Scottish Government Wellbeing Strategy.
- Delivering a programme of communications initiatives to:
 - tackle stigma, shift perceptions, promote understanding, promote workplace adjustments
 - build employees' confidence to share their personal information relating to disability status.
 - ensure everyone is aware of what this Plan means for them.

HOW WE WILL MEASURE PROGRESS

- Increase in the Inclusion and Fair Treatment rate for disabled employees as measured by our annual People Survey.
- Over the long term, reductions in the proportions of disabled people who tell us they have experienced bullying and harassment, as measured by our annual People Survey.
- Increases in the proportions of people who share personal information about their disability status on our e-HR system.

Outcome 3: Our corporate policies and practices work well, and work well together, to enable disabled people to thrive at work.

From our engagement work we learned that the experience of disabled people in the Scottish Government can be adversely affected by a range of corporate policies that at times do not interact well together. We are not always aware of the collective impact of these on individuals and their managers. This includes for example, our approaches to attendance management, job design, flexible working and Smarter Working.

We also know from our monitoring of employee information that disabled people are experiencing less favourable outcomes compared with non-disabled people in some cases, for example in relation to appraisal markings, though it is not clear whether disability is the cause of the difference in outcomes. We have a strong culture of flexible working arrangements in the Scottish Government such as flexi-time, compressed hours, part-time and home working but we do not have a clear picture on whether these arrangements are meeting disabled people’s needs. **We will commission research on the collective impacts of our policies to understand better what makes a difference to disabled people being successful at work. And we will work to improve our disability impact assessment approach when developing new or revised policies and ensure that impact on “wellbeing” is understood as part of that approach.**

The improvement to achieve this outcome will focus on communication and collaboration and on continued engagement with disabled colleagues to optimise our corporate policies, processes and services. In other words, consistently applying a person-centred approach. We will work to get the basics right by **ensuring policies and guidance are accessible (easily located, formatted for accessibility, use inclusive language and plain English, etc). Our aim is to develop a culture of involving disabled people in policy development and decision-making to inform continual improvement.**

At the same time, we need to improve our systems capability to monitor the impact of policies on disabled employees, and to build the capability of key professionals and corporate services to use data effectively to inform policy improvement.

Being able to point to tangible data – both qualitative and quantitative – which helps us understand the impact of policies will be the first step in making progress in bringing about the change we want to see. The real success will be evidence of *improvements* in the experiences of disabled employees.

Outcome 3: Our corporate policies and practices work well, and work well together, to enable disabled people to thrive at work
IMPROVEMENT FOCUS
Focus on improving the collective impacts of internal policies.
WHAT WE LEARNED FROM OUR ENGAGEMENT WORK
<ul style="list-style-type: none"> The experience of disabled people in the Scottish Government is affected by a range of corporate policies that are not well understood in terms of their overall, collective impact on individuals and their managers, for example, attendance management, job design, flexible working, smarter working. This affects our policies on attendance management, job design, flexible working and Smarter Working.

WHAT WE WILL DO TO ACHIEVE THIS

- Improve our disability impact assessment approach when developing new or revised policies and ensure that impact on “wellbeing” is understood as part of that approach.
- Commission research on the collective impacts of relevant policies. Then use this to understand how to get the policies to work *well together*, for disabled people to be successful at work.
- Work through our policies and guidance to ensure they are accessible (easily located, formatted for accessibility, use inclusive language and plain English).
- Develop a culture of involving disabled people in policy development and decision-making and to inform continual improvement.
- Engage with disability and mental health networks to understand disabled employees’ experience of bullying, harassment and discrimination and develop accessible reporting channels which meet their needs.
- Take action to understand the causes of identified differences in appraisal-marking outcomes for disabled employees and take action as required.
- Ensure our suppliers of recruitment and occupational health services deliver the ambitions of this Plan.
- Improve systems capability to enable the effective monitoring of our policies’ impact on disabled people.
- Build capability to effectively use data to understand and inform our policies and culture.

HOW WE WILL MEASURE PROGRESS

- User feedback from disabled colleagues about the quality of internal policies, processes and services.
- User research about the experiences of disabled colleagues and how well internal policies, processes and services are working.
- Diversity monitoring to understand if policies are advancing equality of opportunity.

Outcome 4: We create accessible workplaces where everyone can thrive at work

Disabled colleagues shared with us their experiences of our physical workplace environments. Those conversations highlighted that there are supportive and inclusive environments and practice, and the Scottish Government has received affirmation of the positive impact of some of our newest initiatives for disabled people. We want to build on this to continue to ensure that every member of our workforce is able to thrive and succeed at work.

Some colleagues shared some of the difficulties that can occur around accessibility in our buildings and office spaces. **We will review our approach to workplace adjustments to deliver a consistent, efficient and expert service for disabled colleagues.**

Work to refurbish and update our estate will continue to be informed by listening to the views of disabled people. We will continue to learn from previous and new initiatives, for example under the Smarter Workplaces Programme, **to consider the impact of adaptations to make working spaces more accessible and conducive to success for disabled colleagues.**

Disabled colleagues shared frustration with the time taken to put workplace adjustments in place and with having to re-tell their story and make a fresh case for adjustments when they move to a new post within the Scottish Government.

To tackle this, we will take forward a **pilot test of Disability Passports for disabled people entering the Scottish Government in our new 2019 intake of graduate recruits**, ensuring that the adjustments can move with the person as they transfer to different placements and posts within the Scottish Government. The learning will be taken forward in our refreshed approach to workplace adjustments.

Outcome 4: We create accessible workplaces where everyone can thrive at work
IMPROVEMENT FOCUS
Physical environment and workplace adjustments.
WHAT WE LEARNED FROM OUR ENGAGEMENT WORK
<ul style="list-style-type: none"> • Concerns expressed around consistent processes and practice. • Time taken for workplace adjustments to be made is too long. • Interest in a one-stop shop approach to enable packages of adjustments. • People often need to repeat their needs multiple times. • Barriers experienced by some neurodiverse people range from environmental (e.g. noise and colours) to cultural (e.g. constant change). • Management of Smarter Workplaces Programme should be informed and improved by learning from the experience of disabled people.

WHAT WE WILL DO TO ACHIEVE THIS

- Further embed disability equality in the design of Smarter Workplaces.
- Consider and take forward the findings of the Discovery Service Design project to review and propose a revised approach for delivering a workplace adjustments service to disabled staff.
- Continue an active engagement with disability and mental health networks and discussion forums to understand current issues in the workplace and seek to reflect them in designing workplace change. We will invite representation from disability networks for projects, e.g. Victoria Quay Ground Floor Project to embed disability equality into the design to support the positive action in the rest of the action plan.
- Continue to work closely with Disabled People's Organisations to ensure appropriate support for individuals and their managers.
- Provide opportunities to test out new furniture and spaces ensuring workspaces have a range of options to choose from.
- Implement the outstanding actions from building access audits.
- Appoint a designated lead on adjustments for candidates going through our interview and selection processes and for transition into the organisation if successful.
- Pilot an approach to disability passports for the intake of candidates on our Graduate Development Programme 2019.
- Improve e-HR systems capability to capture and review workplace adjustments.

HOW WE WILL MEASURE PROGRESS

- Feedback from individuals involved in requesting or implementing workplace adjustments.
- Feedback from disability and mental health networks, discussion forums and Council of Scottish Government Unions, including from those who participated in workspace design/delivery projects on their experience.
- External assessment by leading disability interest groups.
- Evaluation of workplace adjustments and changes in the workplace environment.

5. MEASURING PROGRESS AND NEXT STEPS

The work to deliver the Plan will be carried out in collaboration, engagement and involvement with disabled employees, Disabled People's Organisations, and our recognised trade unions.

We will measure progress through a range of data, some existing and others needing new systems of capture to be built. Key measures have been detailed against each outcome in this Plan. There will be a focus on listening to, and working closely with, colleagues in our disability networks and the Council of Scottish Government Unions.

We will publish, internally and externally, the progress we make as part of our obligations under the Public Sector Equality duty. During the year, the outputs of specific work streams will be reported and scrutinised through our corporate assurance and governance processes.

The learning from this work will be disseminated as agreed in *A Fairer Scotland for Disabled People – Employment Action Plan*. As progress and learning emerges we will disseminate this to other Scottish Government bodies and agencies and make it available to the wider public sector for example through our HR network, the Scottish Leaders Forum and in collective leadership forums for the public sector workforce.

We will continue to monitor regularly and analyse workforce information to understand the level of progress being made towards this ambition. We will monitor recruitment and retention of disabled people in the Scottish Government workforce; changes in the number of disabled people in the Scottish Government who are willing to share their personal information; and shifts in the number of people already working for the Scottish Government who become disabled. We will use this analysis to review and, if necessary, update the target each year.

If we are successful in delivering this Plan, we would expect to see an increase in disabled employees' Inclusion and Fair Treatment experience rates, as measured in our annual People Survey, and, in the long term, a reduction in the proportion of disabled employees telling us they have experienced bullying or harassment at work. We would expect to see a reduction in the disability pay gap, as disabled people become proportionately represented at all levels and in all business areas. And, knowing that disabled employees' decision to share personal information about their disability depends on a climate of respect, trust and confidence, we will work hard to increase our employees' confidence in sharing this information so we can have a clear understanding of the make-up and needs of our workforce. We will view increases in the levels of people telling us that they are disabled or not disabled as evidence of building a more inclusive workplace culture.

6. DEFINITIONS

Diversity

Diversity is anything that evokes a perception of difference. It starts with race, marriage and civil partnership, disability, gender identity, sexual orientation, religion or belief (or none), pregnancy and maternity, age and sex. But it also includes social and educational background, organisational tenure, thinking styles, talent and identities.

Inclusion

Inclusion is about integrating diversity into what we do. It means being treated fairly and with respect, feeling both valued for your uniqueness and also a sense of belonging; and having a voice in decision-making. Inclusion is mostly experienced at team level.

Social model of disability

The social model of disability challenges us to think of the barriers that stand in the way of disabled people, as opposed to focusing on their impairments.

It is the Scottish Government's and Disabled People's Organisations preferred model.

The language is used for the Disability Action Plan aims to reflect the social model of disability and as such uses the terms "disabled people" or "disabled person" rather than "person- or, people with disabilities" throughout.

You can read more about the social model of disability at: <https://www.scope.org.uk/about-us/social-model-of-disability/>

Workplace adjustment

Normally called "reasonable adjustments". We believe workplace adjustments is more inclusive, as it allows us to offer support to anyone, irrespective of their status as a disabled person or not.

Sharing of personal information

Generally used in place of "disability status disclosure or declaration".

Equality Act 2010 definition of disability

A person has a disability if they have a physical or mental impairment lasting 12 months or more, and which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.



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This publication is available at www.gov.scot

Any enquiries regarding this publication should be sent to us at
The Scottish Government
St Andrew's House
Edinburgh
EH1 3DG

ISBN: 978-1-83960-073-9

Published by The Scottish Government, August 2019

Produced for The Scottish Government by APS Group Scotland, 21 Tennant Street, Edinburgh EH6 5NA
PPDAS612690 (08/19)

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