An Roinn Dlí agus Cirt
Department of Justice

Equality Diversity and Inclusion toolkit

Workplace of the Future - Civil Service Renewal 2024 Action Plan webinar

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Context

Work on the EDI Strategy has been led by our **EDI and Public Sector Duty Committee:**

Objective: To oversee the public sector Human Rights and Equality duty and to devise, oversee and promote equality, diversity and inclusion for the Department of Justice

The Committee is comprised of senior officials from across the organisation:
Criminal Justice Governance and European Affairs, Transparency, Civil Legislation, Criminal Justice Policy , Criminal Justice Legislation, Criminal Justice Governance, Immigration Service Delivery, Human Resources, Civil Policy, Civil Governance, Organisation Design and Development

EDI supports our **Public Sector Duty**

- Public Sector Duty Statement included in Strategy Statement 2021 -2023

The Department has identified a number EDI actions in its annual **Justice Plan** including:

- Lead on implementation of the diversity measures identified under Action 16.
- Support and monitoring diversity initiatives as core part of governance of agencies

Our values will help bring our EDI Strategy to life and conversely a proactive approach to EDI will also help give expression to our core values

OPEN

We will be **responsive** and informative, communicating to make **meaningful** connections

We will exchange ideas and **problem solve**; **communicating** and **sharing information** proactively to **build partnerships** and to meet the needs and expectations of the **public we serve**

COLLABORATIVE

We will **work together** with others in **trust** and **partnership**

We will engage with people in a **respectful**, **inclusive** and **meaningful** way, **valuing** their **perspectives** and **insights** and finding **shared solutions**

PROFESSIONAL

We will be **impartial**, **accountable** and **ethical**

We will do our work with **compassion**, **integrity** and **pride**, focused on **objective analysis** and **informed decision making** for the public good

Action 16 RECAP

- The Garda Commissioner and the Secretary General are co-sponsors of Action 16 under the OPS 2020 reform framework which aims to *"promote equality, diversity and inclusion" (EDI) across the public service.*

- The Key outputs are
  - Vision Statement, which the heads of Public Sector (PS) bodies have signed up to, and
  - a Maturity Model, designed to assist organisations to practically reflect on how they are doing across a number of important domains

- The Department has piloted the Maturity Model as a self – assessment tool and the findings have informed our EDI strategy

Maturity Model

	Compliant	Defined	Mature	Leading
Inclusive Leadership	• Leaders are familiar with the concepts of equality and discrimination and seek to comply with relevant statutory obligations.	• The leadership team have publicly committed to reducing inequality and promoting diversity and inclusion via the organisation's strategic plan and its implementation.	• Leadership can demonstrate its commitment to EDI using tangible evidence e.g. actions with KPIs and timeframes. • Monitoring and evaluation processes occur annually and include internal and external stakeholders. • EDI integrated into accountability systems. • Senior staff model inclusive practice.	• Leaders are recognised as models of good practice across the Public Service and among external stakeholders for championing EDI. • EDI integrated into wider strategic planning process. • Forums established by public bodies to share and capacity build on good practice.
Diversity Data	• Data collection meets various legislative requirements (e.g. Part 5 of the Disability Act, 2005). • Data disclosed to data collectors is kept private and the confidentiality of individuals' responses is maintained.	• The organisation is clear about what sources of data (internal and external) are relevant and useful. • The organisation understands obligations under the GDPR. • Goals are clearly defined and measurable. • The organisation has assessed all existing policies to establish priority actions.	• Human rights-based principles inform the design, collection and use of equality data, boosting trust in the EDI data collection initiatives among relevant stakeholders. • Data is mapped across the employee life-cycle. • Data is regularly and consistently updated and used to set/amend priorities across the organisation. • Plans are underway to plug gaps in data and to develop enhanced EDI metrics.	• The organisation has a sophisticated understanding of its diversity profile, with insights into the full range of protected characteristics or groups at risk of discrimination. • Diversity outcomes are benchmarked externally. • Objectives are regularly monitored and reviewed. • Progress is tracked and published in an accessible manner.
Recruitment & Selection	• Accessibility is a key consideration when designing all aspects of the recruitment process including job advertisements, applications forms and aptitude tests. • Organisations' recruitment policies state their commitment to supporting the career progression for all employees.	• The organisation has identified which groups are under-represented in the workforce and potential barriers to access. • Recruitment initiatives aim to widen the pool of applicants. • Selection panels are diverse. • Organisations actively communicate and implement policies to support career progression.	• Movement towards greater diversity in workforce profile. • Proactive actions and timeframes to increase the recruitment, retention and promotion of a diverse workforce including out-reach & in-reach engagement with targeted groups. • Concrete steps taken to eliminate bias from the selection process.	• The workforce profile broadly reflects wider society. • Structured programmes in place to support the on-going recruitment of underrepresented groups. • Diversity of thought recognised to be an organisational asset.
Training & Professional Development	• Training and development opportunities are made available to all staff. • Accessibility is a key criteria in the procurement of all aspects of training and development services.	• Review of existing CPD arrangements conducted to determine gaps and accessibility. • Diverse networks established and visible.	• Bespoke training and development opportunities provided to minority groups e.g. mentoring. • Inclusive Leadership training available to senior staff. Intercultural awareness training available and participation encouraged.	• All staff EDI competencies training. • Diverse thinking/communication/leadership styles recognised and supported. • EDI competency training reviewed and updated regularly.
Structures & Culture	• Employment policies and procedures comply with equality legislation. • Issues that arise are dealt with in accordance with published policies where applicable.	• The organisation has ensured that all employment policies and procedures comply with equality legislation. • There are examples of discrete EDI initiatives which go above-and-beyond legal compliance.	• The organisation has a coherent set of policies and practices to enhance EDI e.g. reasonable adjustments, equal pay, flexible working policies. • Staff are widely familiar with such polices/practices and feel supported to avail of same.	• The organisation has an excellent set of EDI policies and procedures which are actively promoted to all staff. Availing of flexible working arrangements is not seen as detrimental to one's career. • EDI is embedded into the organisation's core values and culture as detailed in strategic plans and annual work plans.

Maturity Model Pilot

Process

Objectives:

>To pilot the maturity model as a self assessment tool and provide feedback on the process to the PSMG / PSLB and other public service organisations

>To use the findings as a gap analysis and source of information for development of DOJ EDI strategy

Research & Consultations	•An Garda Síochána –also piloting the model •Public Appointments Service –published EDI Strategy last year •DPER , HR •ESB – used EY maturity model
Design	Developed practical, easy to use tools to support the application of the Maturity model • Reframed Maturity Model into a user friendly engagement tool**/perceptions survey** • Complemented by **evidence –based review** of relevant policies, procedures & available diversity data
Engagement	• Targeted engagement on perceptions - EDI Committee, Reps for national strategies/polices, networks, access & liaison officers, customer facing reps & OD&D • Presentation to Management Board
Analysis	• Feedback /gaps highlighted by the maturity model pilot generated useful insights to inform EDI strategy actions • The tools we have developed and our methodology in piloting the Maturity model can be shared with other organisations

Tools Developed

Perception based opinions

1. Engagement on perceptions – 25 survey type questions

Equality Diversity and Inclusion Survey

Introduction:

Thank you very much for taking the time to engage with us on this survey.

- Our Public Service 2020 (OPS2020) is a framework for development and innovation in Ireland's Public Service. Action-16 falls under the "developing our people and organisations" pillar. Its aim is to *"promote equality, diversity and inclusion" (EDI).*
- The Action 16 Team has developed an 'EDI Maturity Model' which is a self-assessment tool that aims to support public service organisations in progressing their EDI journey- while also accommodating the distinct challenges faced by public service organisations of differing size and functions. An Garda Síochána and the Department of Justice have agreed to pilot this Maturity Model – self assessment tool.
- Completion of the self-assessment survey will enable us to identify areas of strength and weakness in respect of EDI. We are keen to broaden the engagement with the self-assessment exercise and get open feedback from a range of colleagues across the Department. This will help us honestly reflect on where we are in relation to EDI and also highlight areas the EDI strategy should focus on.
- A copy of the maturity model is attached for background information and the survey questions below are a condensed version of the maturity model

Please be assured that all your survey responses are anonymous and will only be reported at a combined level.

Please answer the following questions and outline the degree to which you agree with the following statements

Inclusive Leadership

1. The Department's senior managers are familiar with the concepts of equality and discrimination and seek to comply with relevant statutory obligations:
   - Strongly Agree
   - Somewhat Agree
   - Neither Agree nor Disagree
   - Somewhat Disagree
   - Strongly Disagree
   - Don't know
2. Senior Managers have publicly committed to reducing inequality and promoting diversity and inclusion via the organisation's strategic plan
   - Definitely True
   - Probably True
   - Probably False
   - Definitely False
   - Don't know
3. Senior Management model inclusive practice and commitment to Equality Diversity and Inclusion (EDI) is demonstrated with tangible evidence, e.g. in agreed actions with Key Performance Indicators (KPIs) and timeframes
   - Strongly Agree

26 *responses from EDI Committee, EDI Reps/ Networks & OD&D team*

Evidence - based information

2. Collate EDI related policies - baseline checklist 27 questions

Legislative and Policy Context					
	Does the Department of Justice	Yes	No	Progress to date *e.g. significant, limited, none*	What evidence supports this? *e.g. give examples, hyperlinks to policy documents/reports*
Diversity Data	Collect Diversity data to meet various legislative requirements e.g. (part 5 of the Disability Act 2005). (C)	X		**Significant**: Public Sector Duty reporting. Established practice is to gather data on gender and age and the Department is obligated to make a formal return on the number of employees with disability. Add link to last PSD report and Disability Act report	Add link to last PSD report and Disability Act report
	Ensure that Diversity Data disclosed to data collectors is kept private and the confidentiality of individuals' responses is maintained (C)	X		**Significant**: HR Division has created a Data Protection Notice and a Data Retention Policy as the controller of employee's personal data to demonstrate the organisation's commitment to privacy	. See links to Notice and Policy
	Clarify what sources of data (internal and external) are relevant and useful (D)		X	**Limited**: Diversity data and sources to be agreed as part of EDI strategy. Objective on Data -To collect, measure and report on relevant data to progress the EDI agenda	
	Understand and meet its obligations under the GDPR (D)	X		**Significant**: Data Protection Support and Compliance Office (DPSCO) establishes governance and provides training in relation to GDPR for DOJ. The DPO for Department of Justice is Ms. Eileen Tully.	See HIVE site (Data Protection (GDPR) in DoJ) for documents e.g. Personal Data Processing Policy Dec 2020. DoJ Data Protection Policy (Data Protection Policy) and the DoJ Acceptable Usage Policy (AUP) (Internal ICT Acceptable Usage Policy)
	Assess all existing policies to establish priority actions and ensure goals are clearly defined and measurable (D)		X	**Limited**: To be undertaken as part of EDI strategy development	
	Apply Human Rights based principles to inform the design, collection and use of equality data, boosting trust in the EDI data collection initiatives among relevant stakeholders (M)		X	**Limited:** To be undertaken as part of EDI strategy development	
	Map diversity data across the employees life-cycle and is the data regularly and consistently updated and used to set/amend priorities across the organisation (M)		X	**Limited**: Collecting gender, age and disability data and gender pay gap data. Data to be used to drive priorities as part of EDI strategy	
	Have a sophisticated understanding of its diversity profile, with insights into full range of protected characteristics or groups at risk of discrimination (L)		X	**Limited**: Collecting gender, age and disability data and gender pay gap data. Diversity data to be collated/tracked to be agreed as part of EDI strategy process	
	Ensure that Accessibility is a key consideration in all aspects of the recruitment process. Including job advertisements, applications forms and aptitude tests (C)	X		**Significant:** PAS has a Charter on Positive Support " Our commitment is to make any reasonable accommodations for you in the recruitment process in order to give you the best opportunity to perform to your optimum in the application, test and interview process" Supports include Website Accessibility, Recite Me suite of accessibility tools, and Documents in Alternative Formats. Candidates who have accessibility requirements for online selection tests have access to a support team to assist them with additional supports that are required. Similarly, the Recruitment team will provide	https://www.publicjobs.ie/en/accessibility

3. Available Diversity Data

Department of Justice EDI Data		2019 Female	2019 Male	2019 Total	2020 Female	2020 Male	2020 Total
Grade	Gender	57%	43%	100%	57%	43%	100%
	Clerical Officer	60%	40%	100%	61%	39%	100%
	Executive Officer	60%	40%	100%	58%	42%	100%
	Higher Executive Officer /Administrative Officer	56%	44%	100%	54%	46%	100%
	Assistant Principal	51%	49%	100%	52%	48%	100%
	Principal Officer	46%	54%	100%	44%	56%	100%
	Assistant Secretary	22%	78%	100%	14%	86%	100%
	Deputy Secretary	100%	0%	100%	100%	0%	100%
	Secretary General	0%	100%	100%	100%	0%	100%
People with Disabilities (Core & Agencies)		N/A	N/A	5.40%	N/A	N/A	5.10%
Active/Paid Leave		100%	0%	100%	100%	0%	100%
Long Term Unpaid Absence – Career Break, Carers Leave		57%	43%	100%	73%	27%	100%
Short Term Unpaid Absence – Shorter Working Year, Parental Leave, Maternity/Extended Leave, Paternity Leave		81%	19%	100%	82%	18%	100%

Example Analysis

Inclusive Leadership

Perceptions based - survey
Evidence based - data & policies/procedures

Compliant	Defined	Mature	Leading
Leaders are familiar with the concepts of equality and discrimination and seek to comply with relevant statutory obligations.	The leadership team have publically committed to reducing inequality and promoting diversity and inclusion via the organisation's strategic plan and its implementation	• Leadership can demonstrate its commitment to EDI using tangible evidence e.g. actions with KPIs and timeframes. • Monitoring and evaluation processes occur annually and include internal and external stakeholders. • EDI integrated into accountability systems. • Senior staff model inclusive practice.	• Leaders are recognised as models of good practice across the Public Service and among external stakeholders for championing EDI. • EDI integrated into wider strategic planning process. • Forums established by public bodies to share and capacity build on good practice.

Survey

Q1: Do we meet the **Compliant maturity level?** Response 73% agree (somewhat or strongly) 11.54 % Don't know

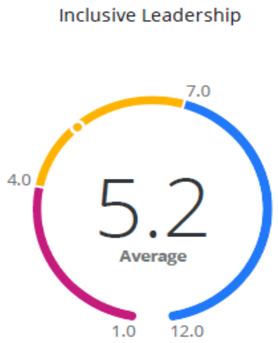
Q2: **Defined maturity level?** 85% Agree (somewhat or strongly), 11.54 % Don't know

Q3: **Mature level ?** 42% Agree (somewhat or strongly) but 27% 'Don't know'

Q4: **Leading level ?** 39% Agree (somewhat or strongly) but 27% 'Don't know'

Where would you say the Department is on our EDI journey.
Rate between 1-12

Compliant Defined Mature Leading
1 2 3 4 5 6 7 8 9 10 11 12



Data & Policies

In place/committed:

- Sec Gen co-sponsor of Action 16
- First EDI strategy for the Department to be published in October
- Meeting statutory obligations eg target set for people with disabilities 2020 =5.1% core &agencies and target was 3% (target increases to 6% by 2024 Comprehensive Employment Strategy for People with Disabilities
- Gender breakdown for the Department in 2020 was 57% Female /43% Male and is fairly evenly distributed except at Ass Sec level 14% Female /86% Male and CO 69% Female /31% Male. Recent changes has Dep Sec at 50% Female/50% Male and MB 50% Female/50% Male.
- Gender pay gap analysis to provide more details

Gaps:

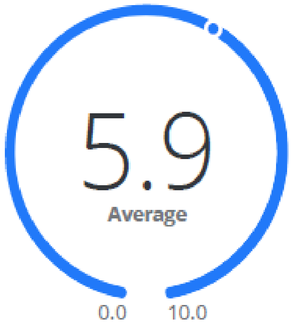
- 1% of the workforce to comprise ethnic minorities (Migrant Integration Strategy, National Traveller and Roma Inclusion Strategy 2017-2021)
- Clear EDI actions, KPIs & timeframes (this should be addressed through the EDI strategy)
- Annual monitoring and evaluation process for EDI which includes internal and external stakeholders (EDI strategy and PSD annual reporting/review process should address this)
- EDI integrated into wider strategic planning process and accountability systems (should be addressed overtime with implementation of EDI strategy and embedding of EDI into the Department's work)
- Further analysis of gaps/issues to be provided via the gender pay gap report

Maturity Model Feedback - Overview

A review of our policies plus the perceptions survey suggest a maturity level of **Compliant to Defined**

General views on EDI and the Department

How strong do you think the Department is as an organization in striving to promote Equality, Diversity and Inclusion?

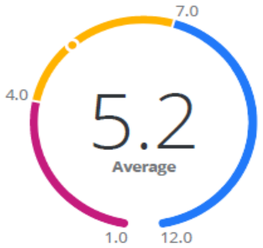


Average scores for each of the five headings were between 4.2 and 6 from the perceptions survey.

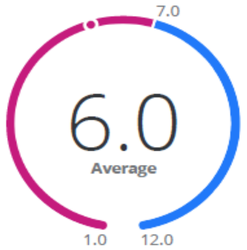
Where would you say the Department is on our EDI journey (i.e. from COMPLIANT → DEFINED → MATURE → LEADING)?

Please provide a rating between 1-12 for each of the headings below.

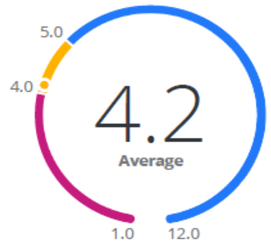
Inclusive Leadership



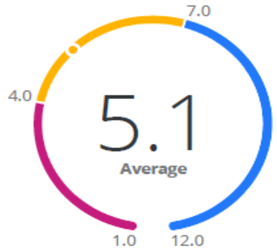
Structure and Culture



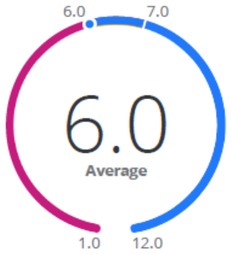
Diversity Data



Recruitment and Selection



Training and Professional Development



Findings Analysed into Actions

Outcome 1: Better policy outcomes and improved accessibility of all services for our diverse range of service users

Actions

Policy

1. Proactively engage with a diverse range of stakeholders to inform the drafting of policy and legislation including piloting a collaborative process to design and proof selected policy and legislation

2. Proof/audit the preparation of policy and legislation to take account of their impacts on EDI

Service Quality

3. Identify & implement innovations in how we design and deliver services to improve accessibility for service users

4. Align with Universal Design Principles and adopt the Customer communications toolkit for the public service to make all our information and communications more accessible including making information available in multiple languages

Outcome 2: A diverse organisation with a skilled workforce which is reflective of the diversity within our population / country

Actions

5. Use a data driven approach (staff census) to understand the diversity profile of the Department

6. Proactively collaborate with PAS and other key stakeholders on recruitment & retention initiatives that support our EDI agenda

7. Develop and implement internships & mentoring programmes focusing on underrepresented groups

8. Embed EDI related training into ongoing training programmes & inductions at all stages of an employee's career -from new starters to senior levels

9. Identify and provide specialised training to staff/teams such as access officer, DLO (Disability Liaison Officer), policy, legislation & customer facing teams

Outcome 3: A workplace culture that supports & values contributions from all our colleagues & customers and strives to eliminate all forms of discrimination

Actions

10. Appoint EDI champions that are representative of all ages/grades/genders/diversities

11. Actively demonstrate our commitment to EDI by living our Values (Open, Collaborative, Professional) through our behaviours and challenging any behaviours that undermine the right of employees to be diverse and to express a diverse identity within the workplace

12. Encourage and support staff networks and celebrate EDI related initiatives/ multicultural events

13. Promote communication campaigns, championing & telling stories about diversity and inclusion

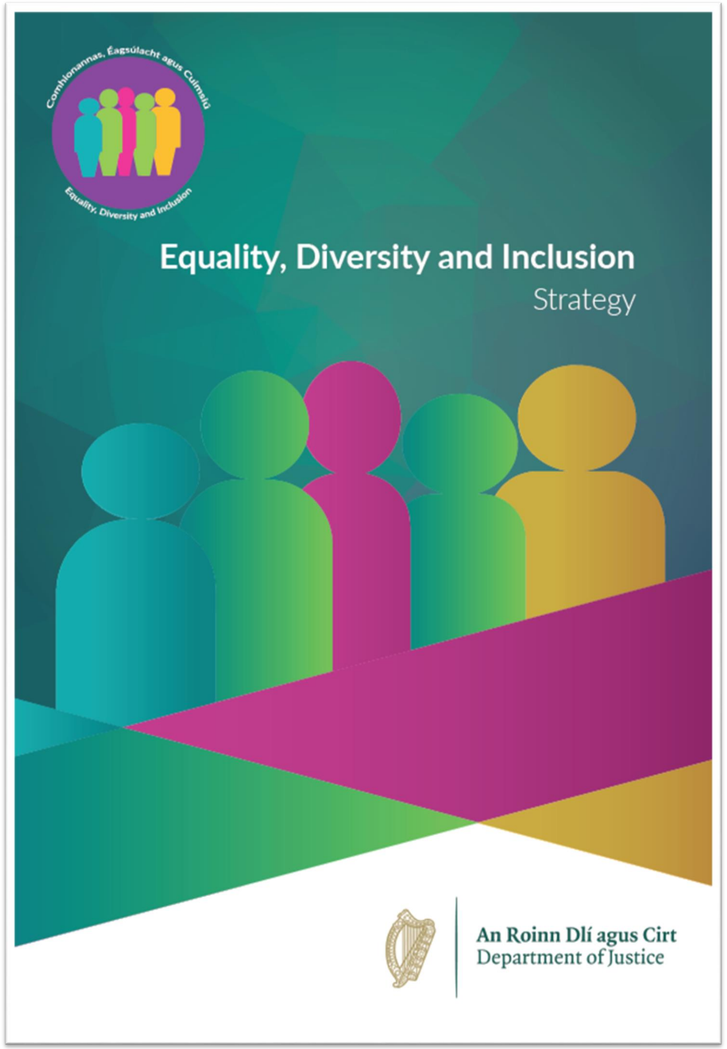
14. Ensure Blended Working helps promote a more diverse, flexible and inclusive work place culture

15. Participate in networks of expertise to facilitate best practice in EDI within the Department

Where We Are Now and Next Steps

- ✓ Our Strategy was launched this morning

  https://www.justice.ie/en/JELR/DoJ-EDI-Strategy-(Eng).pdf/Files/DoJ-EDI-Strategy-(Eng).pdf

- ❑ Detailed actions to support implementation agreed

- ❑ Our EDI & PSD Committee will have a role in the monitoring implementation