



W.C.B.1

CABINET OFFICE

From the Minister of State
Lord Gowrie

MANAGEMENT AND PERSONNEL OFFICE
Great George Street
London SW1P 3AL
Telephone 01-233 8610

14 December 1983

David Barclay Esq
Private Secretary
10 Downing Street

I think there is no sense
in leaving it left to advise
management? Can then
advise be needed?
And let them be responsible

Dear David,

REPORT ON RACE RELATIONS IN THE CIVIL SERVICE

The proposal to designate staff as Equal Opportunity Officers in Government Departments originated in Mr Hayhoe's memorandum of February 1981 when Minister of State, Civil Service Department, to the Race Relations and Immigration Sub Committee of the Select Committee on Home Affairs. This said that consideration should be given to the designation of such an officer to have the responsibility for implementing the Civil Service policy of non-discrimination and act as an inter-departmental liaison officer with the then Civil Service Department. The proposal was welcomed by the Select Committee in its Report in July 1981 (HC 424).

for
with knowledge
of the policy
This is
much
too much detail
not

The intention is that existing staff within departments' establishment or personnel divisions should be designated Equal Opportunity Officers, to be responsible for co-ordinating the policy of non-discrimination (on grounds of sex as well as race) within their particular department. Their purpose will be to advise management rather than represent staff. They will not act as a channel for complaints. Nor is there any question of creating fresh posts for the purpose.

?

If the Prime Minister is content, we will underline this point by amending item 3 in the Press Release to read "to designate existing personnel staff as Equal Opportunity Officers within Government Departments. The Draft PQ and Press Release have been amended to take on board the Home Secretary's suggestions for amendment in his letter of 13 December, with minor adjustments to the references to the title of the report. I attach copies of them and a copy of the Report itself, and I would be grateful for your further advice on publication. I am copying this letter, and a copy of the Report, to the recipients of Lord Gowrie's minute of 12 December to the Prime Minister.

Yours sincerely,
Paul CANN

P L CANN
Assistant Private Secretary

DEC 1983

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COMMUNICATION

CHRIST CHURCH



DRAFT WRITTEN ANSWERS FOR
HOUSE OF LORDS AND
HOUSE OF COMMONS:
15 DECEMBER 1983

To ask Her Majesty's Government [The Minister for the Civil Service] when the report on the findings of the "race relations" review of personnel policies and procedures in the Civil Service will be published.

DRAFT REPLY

I am pleased to tell my Noble [Hon] Friend that a report entitled "Race Relations: A Review of Policies and Procedures in the Civil Service" is published today. Copies have been placed in the Library. This report details the findings of the review and makes 30 recommendations as to how procedures can be improved to eliminate the possibility of unfair racial discrimination. The review is evidence of our determination to ensure that there is full equality of opportunity in the Civil Service.

DRAFT PRESS RELEASE

RACE RELATIONS: PERSONNEL PRACTICE IN THE CIVIL SERVICE

The Lord Gowrie, Minister of State, Privy Council Office (in day to day charge of the Management and Personnel Office) today announced the publication of "Race Relations: A Review of Policies and Procedures in the Civil Service".

The report details its findings of a review of Civil Service personnel policies and procedures with regard to their impact on race relations. The Review was undertaken with the co-operation of the Council of Civil Service Unions and makes 30 recommendations.

Lord Gowrie, in a Written Answer in the House of Lords, said:-

"I am pleased to tell my Noble Friend that a report entitled "Race Relations: A Review of Policies and Procedures in the Civil Service" is published today. Copies have been placed in the Library. This report details the findings of the review and makes 30 recommendations as to how procedures can be improved to eliminate the possibility of unfair racial discrimination. The review is evidence of our determination to ensure that there is full equality of opportunity in the civil service."

Early action will be taken:-

1. to issue a race relations policy statement to all civil servants;
2. to include in all recruitment advertising a statement that the Civil Service is an Equal Opportunities Employer;
3. to designate existing personnel staff as Equal Opportunity Officers within government departments.



File

157

10 DOWNING STREET

From the Private Secretary

21 December, 1983

The Prime Minister was grateful for your Minister's minute of 20 December about the Report on Race Relations in the Civil Service. She has noted that the designated officers would have a strictly advisory role, and that they would be drawn from existing members of departments' personnel divisions. She agrees that the title "Equal Opportunity Officers" should not appear in the announcement, and on this basis is content for Lord Gowrie to proceed with publication of the report.

(David Barclay)

A handwritten mark or signature, possibly a stylized 'D' or 'B', located in the lower right quadrant of the page.

P. Cann, Esq.,
Lord Gowrie's Office



MINISTER OF STATE, PRIVY COUNCIL OFFICE

PRIME MINISTER

REPORT ON RACE RELATIONS IN THE CIVIL SERVICE

I appreciate your uncertainty about the role of Equal Opportunity Officers, as proposed in this Report. I do want to emphasise, however, that such staff would serve in the normal chain of command. They would be strictly advisory to management and would essentially act as co-ordinators within departments, as part of those departments' present personnel arrangements.

Indeed, an existing member of a department's Personnel Division would be given this extra responsibility. His role would be quite similar to that of the Departmental Disabled Persons' Officer. He would work under the direction of the Principal Establishment Officer and therefore, ultimately, of the departmental Minister. Like his other colleagues in personnel, he would keep abreast of legal requirements and could advise line management about compliance. He would collate information should senior managers request it, and he would be in a position to suggest sensible improvements in ordinary procedure and operations, should any particular group be thought to suffer disadvantage. These staff would not have responsibility for implementing policy, as the 1981 Civil Service Department Memorandum suggested. That executive responsibility rests with the Principal Establishment Officer.

I do believe it would be beneficial to be able to demonstrate our commitment to equal opportunity policy in this modest and practical way, at virtually no additional cost. Following your Private Secretary's letter, I would suggest that there be no reference in our announcement to the title 'Equal Opportunity Officer', which I agree might appear to be making a bureaucratic meal of our work in this area. The emphasis should be on sensible

/everyday



MINISTER OF STATE, PRIVY COUNCIL OFFICE

everyday personnel management. I attach copies of the revised material. ...

I have looked at this very closely and really do believe we can live with it — especially in view of the analogy with the disengagement work.

E. J. J.

LORD GOWRIE
20 December 1983

DRAFT WRITTEN ANSWERS FOR
HOUSE OF LORDS AND
HOUSE OF COMMONS

To ask Her Majesty's Government /The Minister for the Civil Service when the report on the findings of the "race relations" review of personnel policies and procedures in the Civil Service will be published.

DRAFT REPLY

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NOTES FOR EDITORS

1. The report stems from a memorandum by Mr Barney Hayhoe MP (when Minister of State Civil Service Department) to the Race Relations and Immigration Sub-Committee of the House of Commons Home Affairs Committee in February 1981.¹ In this it was announced that the Government had decided to review personnel policies and procedures in the Civil Service with regard to their impact on race relations policy.

2. The Joint Working Party (Race Relations), on which both departments and the Council of Civil Service Unions are represented, drew up five questionnaires. These were circulated to departments, asking them to undertake the review by completing the questionnaire which covered four key areas - recruitment, promotion, allocation to duties and selection for training. Depending on the size and structure of the departments, separate replies were requested for any area where there was a distinct personnel management regime. Where there was a regional organisation, replies were requested from a selection of regional or equivalent offices and from a selection of local or other offices within these regions.

3. The Commission for Racial Equality had the opportunity of commenting on the report when it was in draft form.

4. A copy of the policy statement issued with the report
... is attached.

¹Reference HC 424 - iv

PRIME MINISTER

Report on Race Relations in the Civil Service

You saw a danger of confusion between advisory and executive responsibilities. This minute makes clear that the role of designated officers would be strictly advisory, and that they would be drawn from existing staff in personnel divisions. Lord Gowrie proposes to omit any specific reference from his announcement to the title "Equal Opportunity Officer", which he agrees might seem bureaucratic.

Content for him to proceed with publication of the report on this basis?

DUB

Yes
ML

20 December 1983

EQUAL OPPORTUNITY OFFICERS

Introduction

1. The Council of Civil Service Unions in their written evidence in July 1980 to the Race Relations and Immigration Sub-Committee of the Home Affairs Committee suggested that race relations officers should be appointed in individual departments and CSD. They should be of sufficiently high grade to take effective action in cases of discrimination. The then Minister of State CSD in his supplementary evidence to the Select Committee in February 1981 proposed the designation of an officer within each department who would have the responsibility for implementing the Civil Service policy of non-discrimination and who would act as the inter-departmental liaison officer with the Civil Service Department (now Management and Personnel Office). While such an officer would be concerned with equal opportunity policy generally a substantial element of that task would be concerned with racial equality. The Select Committee in its report welcomed this suggestion but commented that to be effective it would require officers at sufficiently high grade.

Responsibilities of Equal Opportunity Officers

2. This paper puts forward proposals for the designation of Equal Opportunity Officers within departments. As the title suggests the Officer or Officers concerned within a department will be responsible for the full scope of equal opportunity matters as they concern sex discrimination as well as race, although in larger departments this might not be possible (but see paragraph 7). They will be responsible for co-ordinating the Civil Service policy of non-discrimination within their particular department. They will act as interdepartmental liaison officers with the Management and Personnel Office. The role of Equal Opportunity Officers will be to act as a focal point within departments for the promulgation and monitoring of equal opportunities policies, and providing information and advice to management, individual members of staff, the departmental trade union side and the Management and Personnel Office.

3. The Equal Opportunity Officer could not perform a dual role of advising management as well as representing staff, neither should he or she become a complaints officer. Complaints should continue to be pursued through the normal channels of line/personnel management and through union representatives as appropriate, if need be ultimately to the Principal Establishment Officer and Head of Department. The Equal Opportunity Officer would act as the expert adviser within personnel divisions on this topic. As such management will inform the officer of any complaints so that he or she could monitor them with a view to recommending changes in departmental policy, if necessary. The Officer would also give advice to line and personnel management to resolve a complaint and will normally be present at any meeting between management and an individual but management will retain responsibility for any action to be taken including dealing with cases for Industrial Tribunals. Individuals should have access to the Officer if they want to ask for information. The Officer will act in such interviews as the adviser of management and not as a potential advocate of the complaints case or referee between the individual and management. If the individual is ultimately dissatisfied with the way the complaint has been handled, he or she can refer the case to the Equal Opportunities Commission or the Commission for Racial Equality and/or can take the complaint to an industrial tribunal.

4. The Equal Opportunity Officer will therefore have four main roles:

i. the Officer will monitor the present policy and give advice on its development and implementation as well as oversee the collection of statistics in accordance with national and departmental agreements and ensure that any change of policy or improvements are implemented

ii. the Officer will be the focus in each department providing a direct link with the Management and Personnel Office including periodic meetings to compare information and to discuss problems and progress on Civil Service non-discrimination policies

iii. the Officer will have direct access to those in Personnel Divisions responsible for decisions to provide specialist advice on equal opportunity policy to help the decision making process and will also be able to review departmental policy and recommend changes within the guidelines laid down by the Management and Personnel Office

iv. the Officer will be responsible for the dissemination of advice on policies and procedures to management as necessary and will deal with any queries or suggestions arising therefrom, if requested.

5. Joint management/union arrangements should be established by agreement departmentally within the existing Whitley machinery to plan and oversee the implementation of the policy on a continuing basis.

Designation of Equal Opportunity Officers

6. The designation Equal Opportunity Officer would normally be applied to a member of a department's Establishment or Personnel Division(s). If the role of such an Officer is to be fully effective the appointed Officer should have the confidence of the Principal Establishment Officer and be acceptable to the departmental trade union side. In the larger departments it is suggested that the Officer should be an Assistant Secretary/Senior Principal who, ideally, is not directly responsible for career or personnel management of staff. In smaller departments the Officer should not usually be more than two grades below that of the Principal Establishment Officer and should not, normally, be below Principal.

7. When designating Officers, departments will need to consider both their geographical organisation and internal structure. In larger departments it might be appropriate for Equal Opportunity officers to be appointed at regional or, possibly, local level. Larger departments may find it appropriate to appoint separate Equal Opportunity Officers at headquarters; one to deal with sex discrimination and the other with racial discrimination.

c.c. HMT (Mr. Hayhoe)
D/M
HO
CO



10 DOWNING STREET

From the Private Secretary

16 December, 1983.

Report on Race Relations in the Civil Service

Thank you for your further letter of 14 December about the Report on Race Relations in the Civil Service.

The Prime Minister was grateful for the further description of the proposal to appoint Equal Opportunities Officers, but she remains far from convinced about the wisdom of this. In particular, she considers the distinction between advisory and executive responsibilities to be unclear. She has commented that if the Equal Opportunities Officers were to advise management, presumably their advice could be rejected. If so, it is not clear how they could be expected to "implement the policy".

br | You kindly agreed to provide a further note for the Prime Minister setting out more precisely the justification for having Equal Opportunities Officers, their proposed role, and the delineation of policy, advisory and executive responsibilities.

I am sending copies of this letter to the recipients of yours.

David Barclay

Paul Cann, Esq.,
Office of Arts and Libraries.

A handwritten signature in the bottom right corner of the page.



10 DOWNING STREET

Prime Minister

You had doubts about the proposal for Equal Opportunity Officers in Government departments.

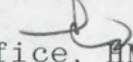
This letter explains that what is envisaged is the designation of existing officers, not new posts. The draft Press Release has been amended to make this clearer.

Content for Lord Gowrie to proceed?

DMS

14/12



cc. 
Mr. Hayhoe's Office, HMT.
D/M
HO
CO

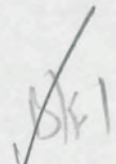
10 DOWNING STREET

From the Private Secretary

13 December, 1983.

Report on Race Relations

The Prime Minister was grateful for Lord Gowrie's minute of 12 December about publication of the Working Party Report on Race Relations in the Civil Service.

 The Prime Minister has enquired whether it is really necessary to designate Equal Opportunity Officers in Government Departments. I should be grateful for further advice on this aspect of the Report.

I am sending copies of this letter to the Private Secretaries to the recipients of your minute.

David Barclay

Paul Cann, Esq.,
Office of Arts and Libraries.

da



Prime Minister

Agree draft answer, subject to colleagues?

MINISTER OF STATE, PRIVY COUNCIL OFFICE

PRIME MINISTER

Do we really have to

Sub 12/12

PUBLICATION OF REPORT ON RACE RELATIONS: REVIEW OF PERSONNEL POLICIES AND PROCEDURES

See inside cover of file.

designated - Liquid Opp. Officers within Govt. Dept.?

This report stems from a decision to review personnel policies and procedures in the Civil Service with regard to their impact on race relations policy, which was announced to the Race Relations and Immigration Sub-Committee of the Select Committee on Home Affairs by Barney Hayhoe in 1981 when Minister of State, Civil Service Department. We had been under pressure to undertake some form of ethnic monitoring of civil servants; this review was offered as an alternative, but was already under way when the later decisions were taken to undertake the pilot surveys first in Leeds and now, as you will recall, in the North West and Avon.

The report has been prepared by a joint working party of officials and trades union representatives (those representing the industrial unions however were marked by their absence: although the avoidance of discrimination is part of TUC policy, the particular individuals concerned are as yet not convinced that exercises of this sort are necessary). The Commission for Racial Equality has also been involved in the preparation of the report; and Principal Establishment Officers have endorsed it.

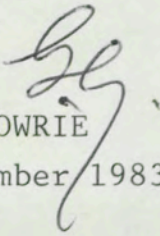
... As the attached draft Press Notice indicates, as well as the general procedural recommendations, three specific steps will be taken by departments:

1. to issue a race relations policy statement to all civil servants;
2. to include in all recruitment advertising a statement that the Civil Service is an Equal Opportunities Employer;

3. to designate Equal Opportunity Officers within Government departments.

I hope to be in a position very soon to promulgate a parallel policy statement on equal opportunities for men and women (about which I will minute you separately); at the same time it will be made clear that items 2 and 3 above relate to equal opportunities for women as well as for members of the ethnic minorities.

This report marks a valuable advance and one which will be generally welcomed. It does not merit a Press Conference, but because of its parliamentary origins I think that an announcement by means of Written Parliamentary Questions and Answers would be appropriate, and I attach drafts for answer on 15 December, subject to the concurrence of Leon Brittan and Tom King, to whom I have written separately. Copies of this minute go to them, to Barney Hayhoe and to Sir Robert Armstrong.


LORD GOWRIE
12 December 1983

DRAFT WRITTEN ANSWERS FOR HOUSE OF LORDS AND HOUSE OF COMMONS:
15 DECEMBER 1983

To ask Her Majesty's Government /The Minister for the Civil Service7 when the report on the findings of the race relations review of policies and procedures in the Civil Service will be published.

I am pleased to tell my Noble /Hon7 Friend that a report entitled "Race Relations: A Review of Policies and Procedures in the Civil Service" is published today. Copies have been placed in the Library. This report details the findings of the review and makes 30 recommendations as to how procedures can be improved to eliminate the possibility of unfair racial discrimination. The publication of this report illustrates our determination to create an environment in which the Civil Service will continue to make equal opportunities a reality.

DRAFT PRESS RELEASE

RACE RELATIONS REPORT ON PERSONNEL POLICIES AND PROCEDURES IN
THE CIVIL SERVICE

The Lord Gowrie, Minister of State, Privy Council Office (in day-to-day charge of the Management and Personnel Office) today announced the publication of the Race Relations Report on Personnel Policies and procedures in the Civil Service.

The Report details its findings of a review of Civil Service personnel policies and procedures with regard to their impact on race relations. The Review was undertaken with the co-operation of the Council of Civil Service Unions and makes 30 recommendations.

Lord Gowrie, in a Written Answer in the House of Lords said

"I am pleased to tell my Noble Friend that a Report entitled 'Race Relations: A review of policies and procedure in the Civil Service' is published today. Copies have been placed in the Library. This report details the findings of the review and makes 30 recommendations, as to how procedures can be improved to eliminate the possibility of unfair racial discrimination. The publication of this report illustrates our determination to create an environment in which the Civil Service will continue to make equal opportunities a reality."

Early action will be taken -

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