



CABINET OFFICE

From the Minister of State

Lord Gowrie

MANAGEMENT AND PERSONNEL OFFICE

Great George Street

London SW1P 3AL

Telephone 01-233 8610

The Rt Hon Leon Brittan QC MP
 Secretary of State for the
 Home Department
 Home Office
 50 Queen Anne's Gate
 LONDON SW1H 9AT

26 January 1984

Prime Minister (2)

Lord Gowrie hopes to announce an agreed programme of action on equal opportunities for women in the civil service. The main points are at X and Y overleaf.
 Content?

Yes no

Gen Leon,

DWS
27/1

REPORT OF THE JOINT REVIEW GROUP (JRG) ON EMPLOYMENT OPPORTUNITIES FOR WOMEN IN THE CIVIL SERVICE: PROGRAMME OF ACTION IN RESPONSE TO ITS RECOMMENDATIONS

see part 12.

Janet Young wrote to Willie Whitelaw on 14 December 1982 (copied to the Prime Minister and other Cabinet colleagues) enclosing a copy of the Joint Review Group's report entitled "Equal Opportunities for Women in the Civil Service".

Since that time the report's recommendations have been considered by officials and the Council of Civil Service Unions (CCSU). Trade union representatives met me recently to express their concern that the general tenor of the programme of follow-up action diluted many of the JRG recommendations. The report attracted a fair amount of publicity when it was launched, and the unions felt that staff would be greatly disappointed by the programme of action. They sought the establishment of a Civil Service Nursery Council and improvements in the maternity leave arrangements. I turned these down because I did not see them as justified. But I did write later to the CCSU recognising the need to ensure that management and staff are aware of the possibilities and pitfalls of child-care schemes, and confirming that the Treasury are prepared to consider giving some guidance about the circumstances in which fathers and adopted parents may be granted special leave. I am reasonably sure that the CCSU will agree the Programme and policy statement by early February. If they do so I propose to announce their publication on 9 February by means of a Parliamentary Question and Answer, copies of which are enclosed together with a draft Press Notice.

As the Press Notice says, some of the main items in the Programme are:

- i) A request to Departments to expand part-time working opportunities where that is feasible;
- ii) The use of joint management/union machinery to review progress;
- iii) The adoption of an equal opportunity policy statement.

For some of the items the initiative will rest with my Department or HM Treasury; but the main effort lies with individual Departments as set out in items 26-70.

The introduction to the programme recognises the constraints on resources, and stresses that further opportunities for women must be seen against the background of our determination to reduce public spending and to maximise managerial efficiency. Nevertheless, as Janet Young said in her letter of 14 December 1982, this is an area where substantial gains can be made without excessive costs, especially if, as I hope, managerial systems are as imaginative and flexible as possible both in meeting the aims of the Joint Review Group report and making the best use of our female staff. I am particularly interested in expanding the opportunities for part-time working to help both men and women to combine a career with domestic responsibilities. Item 26 of the Programme of Action points out that this can benefit management by helping to retain experienced staff, thus reducing recruitment and training costs.

The Civil Service has been a pioneer in the field of equal opportunities for women: I hope that you and all our colleagues will support this realistic Programme of Action. I commend it to you, and should be glad if you could take a close interest in the follow-up to it within your Department. The CCSU expressed scepticism about the extent of the Government's real commitment to a policy of equal opportunity: it would therefore be very helpful to know in about six months' time just how much progress is being made.

I am copying this letter to the Prime Minister, members of the Cabinet, Barney Hayhoe, John Wakeham (as regards timings) and Sir Robert Armstrong.

LORD GOWRIE

*Yours,
T/My*

CIVIL SERVICE POLICY STATEMENT - EQUAL OPPORTUNITIES FOR MEN AND WOMEN

1. General

1.1 It is the policy of the Civil Service that all eligible persons shall have equal opportunity for employment and advancement in the Civil Service on the basis of their ability and qualifications and fitness for the work.¹ There must be no direct sex discrimination against any eligible person whether in recruitment, training, promotion or in any other way. Similarly there must be no indirect sex discrimination. This occurs where a requirement or condition is applied equally to men and women but is unfavourable to either sex because a considerably smaller proportion of them can comply with it: unless the requirement or condition can be shown to be justifiable irrespective of the sex of the person to whom it is applied. To claim indirect discrimination a person must show that the requirement or condition is detrimental because she/he cannot comply with it.² Under the Sex Discrimination Act 1975 and the Sex Discrimination (N Ireland) Order 1976, it is unlawful to discriminate against men and women on grounds of sex and in the employment field against married persons.

1.2 This policy pursues and builds on the statutory position both in Great Britain and N Ireland. The intention is to comply as much with the spirit as with the letter of the legislation and to establish and pursue an effective policy of promoting equal opportunity. It aims to reduce job segregation (that is where people of one sex are concentrated in particular areas of work) to make best use of the potential of all employees, men and women.

1.3 It is essential that this policy should be clearly communicated to all management and staff and should therefore be published in, for example, office notices, circulars, information on promotion and departmental staff handbooks. It should also be made known to potential applicants, through recruitment and careers literature and job advertisements, that the Civil Service is an Equal Opportunities Employer.

¹ Unless the post is restricted to one sex within the exceptions permitted by the Sex Discrimination Act 1975.

² Sex Discrimination Act 1975 Section 1(1) a person discriminates against a woman in any circumstances relevant for the purposes of any provision of this Act if:

a. on the ground of her sex he treats her less favourably than he treats or would treat a man, or

b. he applies to her a requirement or condition which he applies or would apply equally to a man but:

i. which is such that the proportion of women who can comply with it is considerably smaller than the proportion of men who can comply with it, and

ii. which he cannot show to be justifiable irrespective of the sex of the person to whom it is applied, and

iii. which is to her detriment because she cannot comply with it.

2 Departmental Responsibility

2.1 Although the Cabinet Office (MPO) is responsible for developing, formulating and promulgating the policy for the Service as a whole, operational responsibility lies with the Principal Establishment Officer of each department under the direction of the head of that department. Personnel Divisions and line managers are responsible to Principal Establishment Officers for ensuring that all staff for whom they have responsibility are aware of this policy of equal opportunity and that there is no unlawful discrimination of any kind. For an equal opportunity policy to be effective it must be adopted at all levels of management and supervision.

2.2 An officer should be designated within each department to be responsible for co-ordinating the equal opportunity policy and to act as an inter-departmental liaison officer with the Cabinet Office (MPO). In larger departments it would often be appropriate for officers to be designated with this responsibility at regional and/or local levels.

2.3 Existing joint management/union machinery should be used at departmental and, if appropriate, local levels to plan and oversee the implementation of the policy on a continuing basis. It is desirable that women should be included on both sides in this joint machinery. As part of the joint machinery management and unions should agree on monitoring procedures, including the collection of statistics, for example, in such areas as recruitment, promotion, extent of participation in training and part-time working.

2.4 Similar joint machinery at national level should be responsible for securing the information necessary to monitor equal opportunities on a Service-wide basis.

3 Recruitment and Development of Careers

3.1 Recruitment and careers literature should describe the whole range of jobs available in the Civil Service without sex bias. Officers engaged on recruitment should undergo training in interviewing techniques. That training should include guidance on the avoidance of discrimination and on the impropriety of asking women questions about domestic commitments, which would not be asked of a man applying for the same job. The same considerations on training and questioning of applicants apply equally to promotion boards.

3.2 Placements on initial assignment and later career moves should be made in such a manner that women and men alike have opportunities to undertake a variety of tasks including, wherever possible, the most demanding duties of the grade.

3.3 When reporting on staff, officers should base their assessments solely on an individual's capabilities, performance and inherent potential. Reports should not reflect any assumptions about mobility or length of future service.

3.4 Selection and promotion board decisions and reasons for such decisions should be recorded at each stage of the selection and promotion process. Where recording the criteria used at each stage of the process is sufficient to explain the decisions of selection and promotion boards, this will be an adequate record.

3.5 Wherever possible selection and promotion boards should include women members.

4 Combining Work and Domestic Responsibilities

4.1 It is in the interests of the Civil Service as a whole that it retains trained staff. Consistent with the justifiable needs of the work and of staff generally efforts should be made to enable civil servants to reconcile departmental work with their domestic responsibilities and to make them fully aware of the provisions for such matters as maternity leave, reinstatement, part-time work and special leave.

5. Training

5.1 Training and information can play a major part in the promotion of equal opportunity. It is essential that departments should make every effort to ensure that all those with managerial and supervisory responsibilities perform these duties with full regard to all the implications of the equal opportunities legislation. The policy described in this statement should be explained wherever possible in management courses and in literature and circulars as referred to in paragraph 1.3 above.

5.2 Where during the preceding year the number of women undertaking a particular kind of work was comparatively small, the Sex Discrimination Act (Section 48) permits special training for women to take advantage of opportunities in that work. Departments should be aware of this provision and should take advantage of it wherever practicable.

6. Individual Responsibility

6.1 The existence of a law cannot of itself ensure that any policy of non-discrimination will work effectively. This will be achieved only if staff at all levels examine critically their attitudes to people and ensure that no trace of discrimination is allowed to affect their judgement. In this connection staff should be aware of the forms which unfair discrimination can take, guard against them and avoid any action which might influence others to discriminate unfairly.

7. Complaints of Discrimination

7.1 All civil servants should be made aware of the grievance procedures which are available to them, including the right to request a formal written explanation of treatment they believe to be discriminatory. A written explanation should also be given to those job applicants to the Civil Service who claim that a refusal to offer employment was discriminatory.

7.2 Employees who think they have been discriminated against and who consider they have failed to secure adequate redress have a legal right to take their case to an Industrial Tribunal. In these circumstances complaints can be brought against managers as well as the employing department.

8. Agreement

8.1 This policy has been jointly agreed by the Official and Trade Union Sides of the National Whitley Council. All parties affirm their full support for the principle of equality of opportunity and are concerned that there should be a practical and generally accepted programme of action. They are determined that everything possible is done to ensure its full and effective implementation.

EQUAL OPPORTUNITIES FOR WOMEN IN THE CIVIL SERVICE

In December 1982 the Joint Review Group on Employment Opportunities for Women in the Civil Service published its report. The Group was set up in 1980 by the Joint Personnel Management Committee of the Civil Service National Whitley Council to review the development of employment opportunities for women in the non-industrial Civil Service since the Kemp-Jones Report of 1971 and to make recommendations. The Group's report, entitled 'Equal Opportunities for Women in the Civil Service' made 73 recommendations. These, which are attached at Appendix I, have now been considered by Civil Service management and trade unions. In implementing the Programme of Action below, which has been prepared in response to the recommendations, departments will have to take account of resource implications and the justifiable needs both of the department and of staff generally. The number of the recommendation in the Joint Review Group's report upon which the particular item in the Programme of Action is based is shown in brackets. The Programme which follows has been agreed with the Council of Civil Service Unions.

PROGRAMME OF ACTION

Policy Statement and Equal Opportunity Officer

1. An Equal Opportunity Policy Statement (at Appendix II) has been agreed with departments and the Council of Civil Service Unions (CCSU) and will be issued in the near future. Departments should inform individual civil servants and managers at every level about the policy and their responsibilities under it by means of, for example, office notices, articles in departmental journals, and inclusion in departmental handbooks and induction and management training courses. [70]

2. An officer or officers should be designated in each department to be responsible for the full scope of equal opportunity matters as they concern race as well as sex discrimination. They will act as inter-departmental liaison officers with the Cabinet Office (MPO). Details of the role of Equal Opportunity Officers are shown at Appendix III. [72]

Joint Management/Union Machinery to Review Progress

3. Existing joint management and trade union Whitley machinery should be used at departmental and, if appropriate, local levels to review and stimulate progress in the achievement of equal opportunity. Management and trade union representation for this purpose should include women wherever possible. At national level progress will be reviewed by the Joint Personnel Management Committee (JPMC). Data initially in the following areas will be provided to the JPMC on an annual basis to assist in the reviews:

- the incidence of part-time working, including job-sharing where possible
- posts restricted to one sex
- reinstatements
- equal opportunity complaints
- promotion by sex and grade

attendance on training courses (where available)

[72, 73]

Changes to Rules relating to Conditions of Service

4. The Joint Superannuation Committee will give particular attention to changes which may need to be made to the Principal Civil Service Pension Scheme to ensure that women are accorded equal treatment with men. [64]
5. The following changes will be made in the provisions for maternity leave:
 - i. The total amount of maternity leave allowed, paid and unpaid, will be increased from 44 to 52 weeks
 - ii. Periods of effective service either side of a break in service may be aggregated for qualifying purposes, 'effective' meaning actually in receipt of pay. [59]
6. Departments may allow staff to take special leave to care for sick children, whether or not they have exhausted their annual leave. [15]
7. Where an individual accepts re-employment in a lower grade because of the absence of a vacancy in the grade formerly held, the individual should retain for three years the right to apply for reappointment* in the former grade. [10]

Further Action to be Taken or Initiated by Cabinet Office (MPO) or HM Treasury

In addition to the action mentioned above, the Cabinet Office (MPO) or Treasury (as appropriate) will undertake or initiate the following.

8. The Cabinet Office (MPO) will draw up in consultation with CCSU general guidance to departments on the employment of part-time staff (by Spring 1984), and give advice to departments as required on general practice and overcoming obstacles. [1 to 8]
9. An explanatory leaflet on reinstatement will be drafted by the Cabinet Office (MPO) in consultation with CCSU for departments to hand to all staff who resign for domestic reasons. The leaflet will draw attention to the opportunities for reinstatement and the provision for such things as maternity leave, part-time work and special leave. The leaflet will be purely factual and will make clear the basis on which reinstatement may be granted. (Timescale - early 1984). Departments will be responsible for putting the Cabinet Office (MPO) material into a form suitable for distribution to their staff and for the printing of the leaflet. [12]
10. When special leave has been granted during prolonged domestic difficulties to enable staff to maintain the continuity of a career, the Cabinet Office (MPO), in cases approved by them, will henceforth seek to secure an alternative post in another department where a post is not available in the previous department at the expiry of the period of leave. [18 part]

* In this context the word 'reappointment' means a person regaining his or her former grade after being accepted back in the Civil Service in a lower grade than held originally. 'Reinstatement' on the other hand refers to a person regaining his or her former grade directly on being accepted back in the Civil Service. There is no other meaning or distinction to be drawn between these two words.

1. The Cabinet Office (MPO) will consult with CCSU and then discuss with departments about the 'Guide to Flexible Working Hours' (FWH) to see if some relaxation can be made of the guidance on the number of credit hours which could be carried over. [20]

12. The Cabinet Office (MPO) will seek to identify schemes which the Engineering Industry Training Board (EITB) or a similar body could be asked to back whereby places could be reserved for women, and will liaise with departments about the possibility of developing such schemes (paragraph 46 also refers). [24]

13. The Cabinet Office (MPO) will write to the Department of Education and Science (DES) and the Manpower Services Commission (MSC) drawing to their attention the recommendation to encourage schools and careers advisory services to point more women in the direction of careers in engineering and associated disciplines. [26 part] (Time scale - early 1984)

14. Recruitment literature and publicity material will be reviewed to see if there is any way in which more emphasis can be placed on the opportunities for women in technological jobs in the Service. [27] (Time scale - Spring 1984)

15. Existing guidance for selection boards for recruitment will be revised to give more detailed guidance on the avoidance of discrimination. [29] (Time scale - Spring 1984)

16. A study of comparative annual report markings between men and women will be carried out. Further research will be undertaken to investigate why women are promoted at lower rates than men. [31, 39] (Time scale - Spring 1984)

17. In following up the report of the Reporting System Working Party, the Cabinet Office (MPO) in consultation with CCSU should ensure that terms used in report forms and guidance avoid stereotyped assumptions about men and women. [33]

18. Existing central guidance on promotion board and other interviewing will be re-examined by the Cabinet Office (MPO) to ensure that interviewers are aware of biases which can occur and can guard against them influencing their decisions. [36] (Time scale - Spring 1984)

19. In consultation with the trade unions Cabinet Office (MPO) will look into procedures whereby staff are allocated to duties taking into account work done on discrimination for the Review of Policy and Procedures in regard to race; further guidance in this area will then be considered. [40] (Time scale - 1984)

20. The Cabinet Office (MPO) will review the existing guidance and policy statements on child care, taking into account recent experience with day care schemes in the Civil Service, will reissue revised guidance and will continue to monitor departments' schemes and give them appropriate publicity. [55] (Time scale - Summer 1984)

21. There will be an initiative from the Cabinet Office (MPO) to ensure that avenues of complaint in regard to harassment or offensive behaviour of a sexual character are known to all staff and that management are aware that instances of such conduct, like other forms of harassment or offensiveness (such as racial, religious or purely personal) should be dealt with under the normal management, and where appropriate, disciplinary procedures. Management will be reminded of the need to give full consideration to complaints of conduct which is either deliberately, or reasonably likely to be taken as, harassing or offensive. [66] (Time scale - early 1984)

22. The Medical Advisory Service is already considering a number of detailed proposals in respect of the extension of health education in the Civil Service, both in respect of general health topics and those specific to women. They will undertake a small survey of women's workplace screening in various locations in order to determine its value and will be prepared to advise departments in the light of the results of the survey. [67]

23. When the 'Handbook for the New Civil Servant' is next reprinted, its revision will eliminate 'male only' references and it will incorporate the Equal Opportunity Policy Statement. [68]

24. The MPO will take responsibility for the production of information leaflets in consultation with CCSU on subjects of key interest to staff with domestic responsibilities. [69] (Time scale - 1984)

25. The promulgation of the Equal Opportunity Policy Statement, the publication of the Programme of Action and the designation of Equal Opportunity Officers will create the publicity necessary to begin to influence attitudes. The JPMC in its monitoring of progress, will be able to highlight areas where greater awareness of the issues surrounding equal opportunities is most needed. [71]

THE FOLLOWING ACTION PROGRAMME ITEMS SHOULD BE PURSUED AT DEPARTMENTAL LEVEL

Part-time Work

26. Part-time work can benefit both management, by the retention of experienced staff and a consequential reduction in recruitment and training costs, and individual members of staff, who if they wish are thereby helped to combine a career with domestic responsibilities. Departments are therefore encouraged to expand opportunities for part-time work where that is feasible, reviewing their organisational arrangements in consultation with trade unions and, wherever the needs of the work allow, and a demand for part-time work exists, to restructure the work and jobs accordingly. [1]

27. Management should give sympathetic consideration to requests from staff for part-time posts in consultation with Trade Union Sides as appropriate. [2]

28. Departments should, where appropriate, publicise opportunities for part-time work and nominate points for approach by staff wishing to seek part-time posts. This could be done by means of an Office Notice and inclusion in staff manuals. Departments should consider maintaining records of staff who express an interest in part-time working. [3]

29. Departments should have particular regard to part-time work to assist women (and men) to maintain or resume the continuity of a working career. [4]

30. Part-time staff should not be debarred from promotion and departments should consider the possibility of providing part-time posts for promotees. [5]

31. Departments should inform the Cabinet Office (MPO) annually of any changes in the arrangements for expanding part-time working. [6]

Job Sharing

32. Departments should discuss with Trade Union Sides undertaking experiments to establish whether or not job-sharing schemes could be introduced. Such experiments should not be confined to the basic levels or restricted to areas where the majority of staff are women. [7]

33. Departments should let the Cabinet Office (MPO) know annually what arrangements, if any, are being made to make job sharing available and any subsequent changes to those arrangements so that their experience can be used to the general advantage of the Service. [8]

Reinstatement

34. Departments should give sympathetic consideration to requests for reinstatement from former civil servants who resign for domestic reasons. [9]

35. Departments should discuss with their Trade Union Sides how best to draw opportunities for reinstatement to the attention of those who resign for domestic reasons. Where appropriate, the provisions for maternity leave, part-time work and special leave should also be mentioned. [11]

36. Departments should, where appropriate, consider the possibilities of short-term employment or part-time employment for staff who have left for domestic reasons and who express an interest in returning. [13]

Special leave

37. Departments should consider giving more publicity to the current provisions for special leave eg in a separate leaflet and give sympathetic consideration to all requests for special leave. [14]

38. Departments should consider looking at their practice in regard to special leave in case there is scope for further flexibility. [16]

39. Departments should continue, wherever possible, to allow staff periods of unpaid leave during school holiday periods, and to care for elderly or infirm dependants or relatives. [17]

40. Departments should consider making wider use of a period of unpaid special leave during prolonged domestic difficulties to enable staff to maintain the continuity of a career. [18 part]

Flexible Working Hours

41. In consultation with trade unions, departments should, where appropriate, consider the possibility of reducing core-time bearing in mind that the six hours' core-time suggested in the 'Guide to Flexible Working Hours' is only a suggestion and does not preclude shorter core-time being introduced. [19]

42. Departments should review FWH schemes to ensure that staff are not unnecessarily excluded. [21]

43. Departments which do not operate FWH schemes should review their working arrangements to see if it would be possible to introduce schemes. [22]

44. Where FWH schemes cannot be introduced, because of the needs of the work, departments should use to the full their delegated authority to arrange working hours to meet the needs of staff. [23]

Recruitment

45. Departments should consider the possibility of developing Engineering Industry Training Board (EITB) backed and similar schemes whereby several places are reserved for women on one or two of the existing departmental training schemes (paragraph 12 also refers). [24]

46. With a view to increasing the number of women employed in technological jobs, civil service research establishments should be encouraged to forge closer links with schools by means of visits and career talks. [26 part]

47. Wherever possible selection boards should include women members. [28]

48. Criteria for the various stages of the recruitment process should be recorded as should the reasons for selection board decisions on individual candidates. [30]

Promotion

49. Equal Opportunities aspects should be covered in training for reporting and countersigning officers, and should also be included in guidance on staff reporting. [32]

50. Departmental promotion agreements should reflect the current policy that, especially when women are to be considered by promotion boards, every endeavour should be made to include one or more female members. Where it is not possible for women to be adequately represented on boards, departments should consider alternative ways of meeting the spirit of the policy eg discussions with personnel staff before the boards are held. [34]

51. Where sifts are undertaken clear criteria should be laid down to reduce, as far as possible, any possibility of discrimination. [35]

52. Existing guidance on promotion board interviewing should be reviewed to ensure that interviewers are aware of biases which can occur and can guard against them influencing their decisions; similar guidance should be issued to all other staff involved in interviewing. [36]

53. All members of promotion boards should normally receive relevant training in selection, including training in the equal opportunities aspects of selection. [37]

54. Departments should consider how best the reasons for promotion board decisions should be recorded. [38]

Training

55. Departments should encourage women to attend courses (particularly developmental courses) and make the maximum use of the training opportunities available. [41]

56. Additionally, departments should consider whether courses, such as those currently being run by the Civil Service College for women only, could be introduced into their own training programmes. [42]

57. Departments should consider collecting statistics by sex and grade on those attending some training courses, for example courses organised centrally within a department and developmental courses, for the purpose of monitoring relative proportions of women attending. [43]

58. For staff who have domestic difficulties which prevent them from attending residential courses, departments should consider providing alternative arrangements where they do not already, and make such arrangements known. [44]

59. Equal Opportunities training should be built into the following courses:

- i. Induction
- ii. Selection and Promotion Interviewing
- iii. Staff Reporting and Job Appraisal/Review Interviewing
- iv. General Management.

[45]

Mobility

60. Departments should give careful consideration to personal circumstances, before enforcing the mobility obligation. [46]

61. Departments should make known to all staff, particularly those being offered a mobile appointment for the first time, what the mobility obligation means both in theory and in practice. This could be done by a leaflet. [47]

62. When staff are downgraded on transfer to accompany spouses and suitable vacancies then arise within six months in their previous grade, departments should consider them for those vacancies before filling them by other means. [48]

63. Departments should give consideration to the use of temporary or short-term transfers with staff returning at a future date to their permanent station. [50]

64. Departments should give due regard to the individual circumstances of staff when arranging transfers. In particular, consideration should be given to the availability of public transport and the possible extra cost and time involved in travel between home and the new location. [53]

Child Care

65. Departments should make sure that all concerned are aware of policy and guidance (which Cabinet Office (MPO) will revise) on provision of day care for the children of civil servants, and should continue to make known to staff examples of successful schemes in consultation with Cabinet Office (MPO). [55 to 57]

66. Departments should consider sympathetically all proposals which come forward for day care schemes, and in particular should encourage the organisation of holiday play schemes, giving help where possible, for example with the provision of accommodation, publicity and facilities for the organisers. [55, 56]

67. Departments should be ready to consider the prospects of local co-operation on day care schemes with other departments and with other employers in the area. [57]

Maternity Leave

68. Maternity leave provisions should be brought to the attention of all interested staff in a clear and understandable form. [61]

Sexual Harassment

- 69.
- i. All civil servants should be made aware that sexual harassment at work will not be tolerated and, if appropriate, will be dealt with as a disciplinary matter.
 - ii. Managers should be made aware of their responsibility to deal promptly and fairly with complaints of sexual harassment.
 - iii. Staff should be made aware of the procedures for making formal complaints and should also be assured that they will be given a fair and sympathetic hearing and that they may proceed without fear of subsequent victimisation.
 - iv. Staff should be advised that in the case of a complaint of sexual harassment, the nature of the complaint will be made clear to the alleged offender.
 - v. In pursuing a complaint of sexual harassment staff may have the assistance from a union representative, friends, colleagues or welfare officers to help them present their case. [66]

Influencing Attitudes

70. The promulgation of the Equal Opportunity Policy Statement, the publication of the programme of action and the designation of Equal Opportunity Officers will create the publicity necessary to begin to influence attitudes. Existing joint management and trade union Whitley machinery, in its monitoring of progress, will be able to highlight areas where greater awareness of the issues surrounding equal opportunities is most needed. [71]

Civil Service: long-term PSL pt. 14

26 JAN 1984

10 11 12 1 2 3
4 5 6 7 8 9

to ask Her Majesty's Government:

What steps have been taken in response to the recommendations made in the report of the Joint Review Group on Employment Opportunities for Women in the Civil Service.

The EARL of GOWRIE:

I am pleased to tell my Noble Friend that a Programme of Action in response to the Joint Review Group's recommendations has been agreed with the Council of Civil Service Unions. Copies of the document have been placed in the Library. Some of the main items of the Programme are:

- i) a request to departments to expand part-time working opportunities where that is feasible;
- ii) adoption of the policy statement;
- iii) consultations between management and unions to review progress.

DRAFT PRESS RELEASE

EQUAL OPPORTUNITIES FOR WOMEN IN THE CIVIL SERVICE

Lord Gowrie, Minister in day-to-day charge of personnel management and equal opportunities in the Civil Service, today announced a programme of action to follow up the report 'Equal Opportunities for Women in the Civil Service'.

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

I am pleased to tell my Noble Friend that a Programme of Action in response to the Joint Review Group's recommendations has been agreed with the Council of Civil Service Unions. Copies of the document have been placed in the Library. Some of the main items of the Programme are:

- i) a request to departments to expand part-time working opportunities where that is feasible;
- ii) adoption of the policy statement;
- iii) consultation between management and unions to review progress.

NOTES FOR EDITORS

1. It is the policy of the Civil Service that all eligible persons shall have equal opportunity for employment and advancement in the Service on the basis of their ability, qualifications and fitness for the work.¹ The Government is and will remain committed to a policy of equal opportunity in the Civil Service.

2. A committee was set up in 1970 (under the chairmanship of Mrs Kemp-Jones) to examine the position of women in the Civil Service and the Committee's recommendations provided the basis for a number of reforms which encouraged fuller use of the abilities of women staff both by helping those with domestic responsibilities to continue their careers, and making it easier for women to return to the Service after having children. All their recommendations were accepted in principle in December 1971.

3. A Joint Review Group was established in 1980 to review the position since the Kemp-Jones report. The Group's report published in December 1982 recommended reform in three main areas:

- a. modification of traditional working patterns so as enable more women with domestic responsibilities to maintain a continuity of a working career, if they wished to do so, by:
 - i. increasing opportunities for part-time working and job sharing;
 - ii. a more flexible approach to the design of the working day;
- b. ways of enabling women to progress to senior levels:
 - i. review of promotion and training procedures;
 - ii. provision of courses designed to prepare women for management;

¹Unless the post is restricted to one sex within the exceptions permitted by the Sex Discrimination Act 1975.

- c. the adoption of a formal policy of equal opportunities in the Civil Service, with joint management/trade union monitoring of progress.

4. During the past year the report's 73 recommendations have been under careful consideration by both Civil Service management and trade unions. The Programme of Action which has now been agreed is divided into five sections:

- a. an equal opportunity policy statement;
- b. the use of existing joint management/union machinery to review progress at national and departmental level;
- c. changes to rules relating to conditions of service;
- d. other action to be taken or initiated by Cabinet Office (the Management and Personnel Office) or HM Treasury; and
- e. action programme items to be pursued at departmental level.

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



10 DOWNING STREET

From the Private Secretary

30 January, 1984

Employment Opportunities for Women in the Civil Service

The Prime Minister has seen a copy of Lord Gowrie's letter of 26 January to the Home Secretary about the Report of the Joint Review Group on Equal Opportunities for Women in the Civil Service.

The Prime Minister is content for your Minister of State to announce publication of the Programme and policy statement on 9 February, assuming that CCSU agreement is forthcoming before then. She has no comments on the draft answer, or on the draft Press Notice.

I am sending copies of this letter only to Mike Corcoran (Mr. Hayhoe's Office, H.M. Treasury), Murdo Maclean (Chief Whip's Office) and Richard Hatfield (Cabinet Office).

DAVID BARCLAY

Paul Cann, Esq.,
Lord Gowrie's Office

MANAGEMENT IN CONFIDENCE

J.P.



QUEEN ANNE'S GATE LONDON SW1H 9AT

7 February 1984

R. G.

*nbpm
DWB
8/2*

EQUAL OPPORTUNITIES FOR WOMEN IN THE CIVIL SERVICE
Report of the Joint Working Review

Thank you for your letter of 26 January.

I am content with your proposal that the Programme of Action and Policy Statement should be published on 9 February and my Department will do all it can to carry the recommendations forward in a constructive spirit within the constraints of our existing resources, as it is clearly important that the Civil Service should maintain its good record in this field.

I am, however, concerned about two points. You propose that the Press Notice and the Written Answer should give particular prominence to the proposal that Departments expand part-time working opportunities wherever possible. As your Department is aware, we have recently lost a case at an Industrial Tribunal where an Executive Officer claimed unfair discrimination because we would not allow her to work part-time in an area where there were no part-time jobs at her grade level. The implication of this seems to be that a full-time employee may have a right to require an employer to make part-time work available and Treasury Counsel is considering an appeal. In these circumstances, it could be unwise to draw special attention to the question of part-time work. I would suggest replacing 'a request to Departments' by 'an encouragement to Departments' at the beginning of point (i) of the Written Answer and Press Notice, as this would more accurately reflect the wording of the Action Programme. It would also be helpful to put forward a fuller precis of the Programme's proposals, perhaps in the order in which they appear in the Programme, and to mention resource limitations so that at a later date we have greater scope both to point to what has been achieved in implementing some of the recommendations and to explain apparently slow progress on others. I attach a draft Written Answer revised on these lines. If this is acceptable to you, the Press Notice might also be amended similarly.

I also have some reservations about your proposal to review progress in about 6 months' time. I can see the presentational value of this but it could be counter-productive. We have been able to make progress in implementing many of the Action Programme's recommendations. Some, however, would have significant resource implications if they were to be taken forward with any speed. This is the case for instance with part-time work. I accept that this could have benefits for Departments in retaining experienced staff. But it will also have resource costs in increasing the demands on personnel management and accommodation services, and in requiring provision to be made to ensure full cover for jobs previously done by staff who became part-time, resulting in recruitment and new training costs.

/Without extra

Lord Gowrie

Without extra resources, there is a limit to the speed of change and I fear a review in 6 months could raise expectations of a pace of change which we could not meet. As a result it could lead to disillusionment and criticism. I think that a review in a year's time, as had already been envisaged in the Action Programme, would be preferable.

Copies go to recipients of your letter.

Law,
Law

MANAGEMENT IN CONFIDENCE

DRAFT

HOUSE OF LORDS

WRITTEN ANSWER

9 February 1984

To ask Her Majesty's Government:

What steps have been taken in response to the recommendations made in the report of the Joint Review Group of employment opportunities for women in the Civil Service.

The EARL of GOWRIE

I am pleased to tell my noble friend that a programme of action in response to the Joint Review Group's recommendations has been agreed with the Council of Civil Service Unions. Copies of the document have been placed in the Library.

Some of the main items of the programme are:

- i) the adoption of an equal opportunities policy statement;
- ii) the designation of equal opportunities officers, whose responsibilities will also include race relations in the civil service;
- iii) an increase in the total amount of paid and unpaid maternity leave from 44 to 52 weeks;
- iv) an encouragement to departments to expand part-time working opportunities where that is feasible;

MANAGEMENT IN CONFIDENCE

- v) an encouragement to departments to run women-only management courses;
- vi) consultations between management and unions to review progress, taking account of resource limitations.

CIVIL SERVICE : Long term policy : Pt 15.

1984
FEB 12 11 23 AM
FBI

FEB 12 1984



CABINET OFFICE

nbpm
(Draft Answer submitted
separately) JMS
8/2

From the Minister of State

Lord Gowrie

MANAGEMENT AND PERSONNEL OFFICE

Great George Street
London SW1P 3AL
Telephone 01-233 8610

The Rt Hon Leon Brittan QC MP
Secretary of State for the
Home Department
Home Office
50 Queen Anne's Gate
London SW1H 9AT

8 February 1984

Dear Secretary of State,

EQUAL OPPORTUNITIES FOR WOMEN IN THE CIVIL SERVICE

Thank you for your letter of 7 February. I am glad of your support in taking the recommendations of the Action Programme forward.

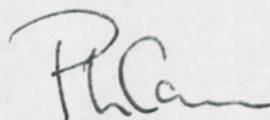
I accept the two points that you made in your letter, though with some minor reservations about the items appearing in the press release. You will recall that, in the context of the recent report on personnel procedures with regard to race relations in the Civil Service, we had doubts about the need for excessive formal machinery in relation to the designation of Equal Opportunity Officers. I would therefore prefer not to place excessive emphasis on this point in our programme and our publicity about that programme. I also have some doubts about the reference to maternity leave, which you suggest should be included. This is a contentious area. The Council of Civil Service Unions would like us to go much further than we considered could be justified. For this to be highlighted as a separate item would no doubt provoke an unhelpful reaction from them. I do, however, see the difficulties you outline in your letter, and I suggest that the addition of three additional items might meet that concern. I attach a copy of a revised draft for my response in the Lords.

You may also be aware that Mr Greville Janner has tabled a question to the Prime Minister, asking her if she will require all departments to keep formal analyses of staff by sex and grade. The Prime Minister has agreed to use her reply to this question as the peg upon which to hang the answer announcing the publication of the Action Programme.

.. I therefore attach a revised Written Answer for me to take in the Lords: a revised Written Answer, including an Answer to Mr Janner, for the Prime Minister to take in the Commons: and a consequentially revised press release.

I am copying this letter to the Prime Minister, members of the Cabinet, Barney Hayhoe, John Wakeham and Sir Robert Armstrong.

Yours faithfully,



LORD GOWRIE

(approved by the Minister of State and signed in his absence)

WRITTEN ANSWER, HOUSE OF LORDS

Baroness Seear to ask Her Majesty's Government what steps have been taken in response to the recommendations made in the report of the Joint Review Group on Employment Opportunities for Women in the Civil Service.

The Earl of Gowrie:

I am pleased to tell my noble Friend that a Programme of Action in response to the Joint Review Group's recommendations has been agreed with the Council of Civil Service Unions. Copies of the document have been placed in the Library. Some of the main items of the programme are:

- (i) the adoption of the policy statement;
- (ii) an encouragement to departments to expand part-time working opportunities where that is feasible;
- (iii) encouragement to departments to ensure that the provisions for maternity leave, part-time work and special leave are brought to the attention of staff as necessary;
- (iv) review of existing guidance on child care;
- (v) selective research on the relative progress of women;
- (vi) consultation between management and unions to review and stimulate progress, taking account of resource limitations.

WRITTEN ANSWER, 9 FEBRUARY

Mr Greville Janner: To ask the Prime Minister if she will require all Government departments to keep such formal analyses of their staff, by sex and grade, as will enable them to ensure that there is fair and open competition without discrimination on grounds of sex in each section and unit of each department.

The Prime Minister:

I am pleased to tell the hon Member that a Programme of Action, in response to the recommendations of the report by the Joint Review Group on Employment Opportunities for Women in the Civil Service, has been agreed with the Council of Civil Service Unions. Copies of the document have been placed in the Library.

Some of the main items of the programme are:

- (i) the adoption of the policy statement;
- (ii) an encouragement to departments to expand part-time working opportunities where that is feasible;
- (iii) encouragement to departments to ensure that the provisions for maternity leave, part-time work and special leave are brought to the attention of staff as necessary;
- (iv) review of existing guidance on child care;
- (v) selective research on the relative progress of women;
- (vi) consultation between management and unions to review and stimulate progress, taking account of resource limitations.

Under the programme of action, data provided annually in such areas as promotion by sex and grade, attendance on training courses (where available), posts restricted to one sex and equal opportunity complaints will be examined jointly by management and trade unions at national level, to ensure that there is fair and open competition without discrimination on grounds of sex. Similarly, joint management and trade union Whitley machinery will be used at departmental and, if appropriate, local levels.

Lord Gowrie, Minister in day-to-day charge of personnel management and equal opportunities in the Civil Service, today announced a programme of action to follow up the report 'Equal Opportunities for Women in the Civil Service'.

In a written answer in the House of Lords, Lord Gowrie said:

I am pleased to tell my noble Friend that a Programme of Action in response to the Joint Review Group's recommendations has been agreed with the Council of Civil Service Unions. Copies of the document have been placed in the Library. Some of the main items of the programme are:

- (i) the adoption of the policy statement;
- (ii) an encouragement to departments to expand part-time working opportunities where that is feasible;
- (iii) encouragement to departments to ensure that the provisions for maternity leave, part-time work and special leave are brought to the attention of staff as necessary;

- (iv) review of existing guidance on child care;
- (v) selective research on the relative progress of women;
- (vi) consultation between management and unions to review and stimulate progress, taking account of resource limitations.

Civil Service

Long Term Pt. 15



lec NO

SECRETARY OF STATE
THAMES HOUSE SOUTH
MILLBANK LONDON SW 1P 4QJ

01 211 6402

abpm
Dms
15/2

The Earl of Gowrie
Minister of State
Cabinet Office
Great George Street
London
SW1P 3AL

8 February 1984

R. Brown

REPORT OF THE JOINT REVIEW GROUP (JRG) ON EMPLOYMENT OPPORTUNITIES
FOR WOMEN IN THE CIVIL SERVICE: PROGRAMME OF ACTION IN RESPONSE
TO ITS RECOMMENDATIONS

I refer to your letter of 26 January to Leon Brittan concerning the publication of the Programme of Action and Policy Statement on Equal Opportunities for Women in the Civil Service.

I will certainly ensure that everything practicable is done in this Department on the implementation of the Programme, within the constraints on resources and taking account of the need to maximise managerial efficiency. That said, I think that we may fairly claim to have a good record here in providing equal opportunities for women. We enjoy the distinct advantage of the concentration of our small staff here in Thames House South with the exception of two small offices carrying in all only some 150 staff.

We already act in accordance with the key recommendations and I see no major problems in maintaining this. The possibility of extending opportunities for part-time working is to be considered. An Equal Opportunities Officer is about to be appointed. We are setting up an Equal Opportunities Group, in consultation with our Trade Union Side, to monitor progress.

I am copying this letter to the recipients of yours.

Peter Walker

PETER WALKER

Civ STM Long term
ALS

NO FEB 1984

