

## Grade Goals 3 & 4 2012 to 2021

<b>Goal 3 Representative and Supported Workforce</b>							
<b>Outcome Measure</b>	<b>2012</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
<b>3.1</b> Fair NHS recruitment and selection processes lead to a more representative workforce at all levels	Developing	Developing	Developing	Achieving	Achieving	Achieving	Achieving
<b>3.2</b> The NHS is committed to equal pay for work of equal value and expects employers to use equal pay audits to help fulfil their legal obligations	Developing	Achieving	Achieving	Achieving	Achieving	Achieving	Achieving
<b>3.3</b> Training and development opportunities are taken up and positively evaluated by all staff	Developing	Developing	Achieving	Achieving	Achieving	Achieving	Achieving
<b>3.4</b> When at work, staff are free from abuse, harassment, bullying and violence from any source	Developing	Achieving	Achieving	Achieving	Achieving	Achieving	Achieving
<b>3.5</b> Flexible working options are available to all staff consistent with the needs of the service and the way people lead their lives	Developing	Achieving	Achieving	Achieving	Achieving	Achieving	Achieving
<b>3.6</b> Staff report positive experiences of their membership of the workforce	Developing	Developing	Developing	Achieving	Achieving	Achieving	Achieving

<b>4 Inclusive Leadership at all Levels</b>							
<b>Outcome Measure</b>	<b>2012</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
<b>4.1</b> Boards and senior leaders routinely demonstrate their commitment to promoting equality within and beyond their organisations	Developing	Achieving	Achieving	Achieving	Achieving	Achieving	Achieving
<b>4.2</b> Papers that come before the Board and other major Committees identify equality-related impacts including risks, and say how these risks are to be managed	Developing	Achieving	Achieving	Achieving	Achieving	Achieving	Achieving
<b>4.3</b> Middle managers and other line managers support their staff to work in culturally competent ways within a work environment free from discrimination	Under Developing	Developing	Developing	Achieving	Achieving	Achieving	Achieving