



Capacity building for key roles

This resource accompanies our [guidance for employers on taking an anti-racist approach to tackling gender inequality in the workplace](#). It sets out how to build capacity in the key people involved in delivering your action plan. This will help ensure they understand how to create change.

It's best practice to support all staff in your organisation to build their understanding of racism and sexism in the workplace. However, there are key people who are involved in processes and practices that have huge potential to shift the needle on equality and non-discrimination in your workplace. It's especially important that capacity is built in these staff to enable them to drive change in your organisation and help deliver on the commitments in your action plan.

Bringing in external expertise on gender and racial inequality and anti-racist practice can help support this capacity building. It is best practice to ensure that key people have sufficient training to ensure they are able to play their part in creating change.

The processes and employment practices described here are all things that already happen in your workplace, for example recruitment and disciplinary processes. Work to tackle gender and racial inequality is not always about doing more, it is about improving what you already do.

Senior leaders

Senior leaders who may be involved in discrimination and harassment complaints should have an adequate understanding of anti-racist practice, gender and racial inequality and the intersections between them, including microaggressions, racism and sexism and how to identify this in the workplace. This will also help senior leaders to drive change in workplace culture and practice

HR

HR staff will lead on the development and review of your organisation's policies. They will also be involved in supporting disciplinary processes or handling reports of racialised or gendered bullying and harassment. It's essential they understand how to support best practice in dealing with these, and how to ensure policies don't unintentionally create or sustain gender and racial inequality.

Capacity should be built in staff tasked with investigating complaints of discrimination and harassment. It's particularly important that staff understand the intersections between gender and race, including microaggressions, racism and sexism and how to identify this in the workplace. This may include HR staff and line managers. Providing mandatory training on these issues is the best way to achieve this.

Hiring managers

Support staff involved in hiring decisions to understand how bias and discrimination can happen in recruitment and promotion, and their role in creating change. It's best practice to provide mandatory training on equality in recruitment to decision-makers in the recruitment process. This will help ensure your new equality-proofed process is put into practice consistently.

Key people in your organisation may include:

- Staff in your HR recruitment team
- Hiring managers
- Decision-makers on pay
- Senior leaders
- Line managers
- Staff who make decisions on flexible working

It's important to ensure line managers have the skills and capability to manage different modes of flexible working in their teams. Capacity should also be built in line managers on ensuring fair and objective decision making, and understanding the particular barriers faced by racially minoritised women. In your organisation, this may also include HR staff. The best way you can achieve this is by providing mandatory training for line managers on managing flexible working.

Decision-makers on pay

Many organisations have pay-setting processes that involve an element of discretion. This is where bias can creep in. Managers and HR staff involved in pay-setting processes should be trained in non-discrimination in decision-making. Pay should reflect the demands of the job, and not the candidate. Appointing candidates on negotiated rates can result in different people being paid different rates for doing the same job, which can create an equal pay risk for your organisation.

Close the Gap works in Scotland on women's labour market participation. We work with policymakers, employers and unions to influence and enable action that will address the causes of women's inequality at work.

Close the Gap
166 Buchanan Street
Glasgow
G1 2LW

0141 572 4730

info@closethegap.org.uk

www.closethegap.org.uk

Twitter: @closethepaygap



Close the Gap

Close the Gap (SCIO) (known as Close the Gap) is a Scottish charity, no SC046842.

Published December 2022