

**UNION MODERNISATION FUND –
ROUND 2**

**THE PUBLIC AND COMMERCIAL
SERVICES UNION (PCS):**

**Equality representatives training
development & support manager**

Case Study written by : (PCS)

FEBRUARY : 2010

PCS Equality Representatives Training Development & Support Manager Project

Brief

PCS has been supported through the BIS Union Modernisation Fund with shared funding for a two year project to assist the union in developing its network of Union Equality Representatives.

The funding from UMF permitted additional resources to be devoted to the development and delivery of the project, mainly in the form of additional project workers.

This report summarises the outcomes of the project and the ongoing programme of work that PCS is planning, to make best use of the benefits of the project and spread its achievements across the wider union and into the wider union movement.

Background to Trade Unions and Equality Bargaining.

Historically, trade unions have often supported employment arrangements and bargaining priorities that sustain and reinforce discriminatory employment practices to the disadvantage of women and black workers. (Ellis, 1995).

Since the 1970s there has been a change in attitudes, in that Trade Unions have undertaken efforts to improve the representation of members from disadvantaged social

groups within their internal structures. (Williams & Smith, 2008).

Trade Unions seek to promote equality at work by supporting, representing and negotiating on behalf of employees in the workplace and by influencing politicians and government (Bercusson & Dickens, 1996).

The Public and Commercial Services Union (PCS) is the fifth largest trade union in the UK, with over 300,000 members. PCS is organised throughout the civil service and government agencies, making it the UK's largest civil service trade union.

PCS also organise widely in the private sector, usually in areas that have been privatised. We are a democratic organisation, run by our members, for our members. PCS campaign for fair pay and conditions, decent pensions for all and equality in the workplace and beyond.

PCS & Equality Bargaining.

PCS states it is committed to the promotion of equality for all its members. It recognises that within workplaces and within society, there are many people who experience discrimination and inequality on the grounds of sex, race, ethnic or national origin, religion, colour, class, caring responsibilities, marital status,

sexuality, disability, age or other reasons based on their status or characteristics. This is not acceptable.

PCS believe that as a democratic trade union, it must ensure that those who experience inequality have a voice and are able to participate fully in the activities of the union and to take up representative posts. PCS aims to support and encourage under-represented groups to become more active in the union and to remove any obstacles to participation.

The Context

PCS' commitment to its equality agenda is evident in its application for funding under Round Two of the Union Modernisation Fund. Two priority UMF themes were identified as main objectives for PCS project:

- Capacity building to support training and education for equality representatives
- Improving the ability of PCS to respond to the needs of a diverse membership and labour market.

The project took place at the same time as the Equality Bill was progressing through parliament and when it became law in 2010, despite vigorous lobbying by TUC and other groups, the Act has not provided Equality Rep with rights to paid time off and training.

Why this project?

Over a number of years, PCS has taken the first steps in establishing

equality representatives in workplaces. With a diversifying union membership and workforce, the Union Modernisation Fund (UMF) project was seen as important in supporting the development of the union equality representative role and tackling under-representation, particularly of women, Black, Asian and ethnic minorities, as workplace union reps.

In this project the union set out to:

- quantify the numbers of equality representatives and other representatives with an equality part of their roles;
- analyse the motivations and interests of these current representatives;
- identify representatives and members who could potentially be interested in equality work and/ or in becoming an equality representative;
- identify the barriers, real and perceived, that stop these representatives and members talking up equality roles;
- analyse the range of roles, tasks & activities carried out by existing equality representatives and other representatives with an equality part of their roles;
- devise a national job role and job description for equality representatives;
- assess the training needs linked to the national job role and job description;
- develop training provision to meet these needs;

- devise & run a national recruitment strategy for equality representatives;
- institute and provide support for an equality representatives network and an annual consultative conference;
- devise an electronic & web-based equality representatives' 'toolkit';
- devise an electronic equalities data collection package that will integrate with the union's main membership records system.
- devise a 'mentoring/ pairing/ coaching' strategy for equality representatives as they begin work in their local areas;
- devise with equality representatives work plans & support agreements;
- identify items & issues of potential common concern between the union and employers and to develop this into a 'compact';
- identify and win support from employers in the target areas;
- identify related areas of the union's work which can be 'meshed' with the work of equality representatives and to devise strategy for achieving this;

Project Timetable Extended.

The original project plan was designed to cover a 24month period. Initially, with funding being agreed in February 2008 then the project was scheduled for conclusion by February 2010. There was some slippage at the start of the project period - to allow for the open

recruitment exercise for the project worker, deliver training on project management and to establish the necessary links with an Academic Partner, through PCS tendering process.

Additionally internal issues had caused some further slippage- the process to determine which region the project was going to run in, the intervention of annual conference in the start up process and later in the programme, the scheduling for the initial survey to start building the equality rep job description had to be delayed due to National Campaign Ballot in Autumn 2008.

Following an approach to BIS, the end date was re- scheduled for 01/08/2010.

Methodology and outcomes

The project was split into 3 implementation stages:

Stage 1 identified existing equality representatives (at the outset only 21% of branches had Branch Equality Officers/Equality Reps (BEO/ERs) and those who might be interested in taking on this role. Both groups were surveyed with a view to establishing both the motivators and the barriers to union members taking on this role. This assisted in the important task of drawing up a job description for equality reps – their role had been undefined. At this stage a training needs analysis was undertaken, in addition to devising a recruitment strategy with the aim of ensuring greater coverage of BEO/ERs from a diverse range of backgrounds. This phase of the

project addressed items 1 to 7 of the stated aims of the project. We also established the first annual gathering for equality reps, which enabled us to 'road test', certain implementation strategies planned for stage 2. We started here to develop joint working with the external partner – London Metropolitan University (LMU). LMUs involvement was critical to the overall success of the project – as well as acting as our 'expert' on the initial survey (see below), their input on project progress, options for developing training and overall assessment of our approach to the project was key in enabling us to take forward a detailed and difficult development opportunity whilst maximising the chances of successful outcomes.

Stage 2 saw the implementation of the recruitment strategy and training programmes to support new and existing BEO/ERs, developing web based equalities information and creating networking opportunities. The networking of equality reps was further explored and the annual consultative conference was repeated. This phase addressed items 8 to 12 and 14 of the project aims. Again LMU involvement and advice through these stages was vital to much of our success.

Stage 3 was identified as 'into the field' when the BEO/ERs would begin work in their localities, supported by a mentoring and pairing strategy with the union providing assistance in devising work plans and developing model agreements. A strategy for integrating this equality work within

'mainstream' union work was to be devised at this stage. This covered the remaining areas of the project plan.

Stage 1: Initial research

At the outset, in partnership with our academic partners, London Metropolitan University, we designed and issued an initial survey about the aims of the project. This survey was restricted to the selected project area (i.e. within the DWP or a branch within the PCS North West Region). It was circulated to existing BEOS and Branch Officials, who were asked to complete a survey to assist in taking the project forward.

It included questions about establishing both the motivators and the barriers to union members taking on this role. This assisted in the important task of drawing up a job description for equality reps – their role had been undefined. Their views on promoting equality, the ongoing support they require, and their comments on plans for the toolkit. The survey results were collated and informed the development of the next stages of the project, the training and development of BEOs, and the toolkit.

Findings included:

- **Union equality reps need to be explained and promoted** - a newsletter would help with this process, a definitive role needed to be produced; higher profile within branches of role with emphasis in addition to women's officers role and not instead of.

"I would like more structure to the role i.e. a more definite idea of what

the role should be. Also sometimes not all equality stuff goes to me it goes to the branch secretary and I think it should go to the equality officer.” (Exert from survey, 2008).

To meet this objective PCS use the medium of Branch Bulletins, Group Publications Activate and PCS View, together with advertising the project at its annual delegate conference (ADC) for the two years of the project. This allowed the delegates the opportunity to find out more about the project, speak with those involved in the project and to obtain relevant literature to take back to the branches.

The role of union equality rep has been growing in importance in recent years. This was clearly recognised by the Women & Work Commission of employers, trade unions, and other specialist representatives in its report, Shaping a Fairer Future:

“The Government’s support through the UMF to take forward the recommendations of the Women & Work Commission has been very important to raising awareness.

PCS has been very pleased to play its part in raising awareness of union equality reps as part of this project.” (Mark Serwotka, General Secretary, Public & Commercial Services Union.)

As well as the actions listed above, the union has raised awareness of union

Equality reps through:

- Conference sessions specifically on union equality

reps at all sector conferences in 2009 and 2010;

- Committees and union executive quarterly reports and discussion;
- Motions and speakers put forward on union equality representatives at TUC Women’s, Black Workers, Disability, LGBT and Young Workers Conferences;
- Government consultations on the way forward for advancing equality, including on the Equality Act, Union Representatives, Work & Family, and follow up to the Women & Work Commission Recommendations;

- **Union equality reps can be drawn from a range of different situations,**

- including: existing union equality reps who want to receive more coordinated support, women’s reps, Disability Champions, black members’ reps, young members’ reps, LGBT reps, migrant workers’ reps, harassment listening
- Support network members, and women, Race and equalities sector committee Delegates, whose position is recognised as a union equality rep position,

“Yes I have been motivated by PCS or other union equality events but not always because they have been positive or inspirational. Sometimes it’s been because they have been dreadful!

A number of key concerns should be addressed in developing the role of Union equality rep, including:

- Concerns expressed that BEOs were replacing Women Officers which was a misconception: the establishment of union equality reps is not an alternative to Women's Officer Role but is in addition to it. Branches need the freedom and flexibility within the Model Constitution to set their equality structure according to their local needs provided, however, that every Branch is required to have some structure in place.
- All trade union activists needed to be up skilled in equality matters to ensure a strong commitment to advancing equality and representing members on equality issues. Equality issues remain a key issue within PCS core training for all reps.
- The establishment of union equality reps is not an alternative to encouraging women, black members, young members, disabled members, and migrant workers to become activists, it is in addition to it.

The Union Equality Reps' Handbook should include:

A definitive national role for BEOs, together with basic information and model facilities agreement, identifying and removing barriers

to Equality, Equality Duties, Equality Impact assessments (EQIA), relevant legislation, Make your vote count and Migrant Workers. Negotiating point's equality audits, how to identify key equality issues how to encourage and involve all practical information, including examples and templates.

Quotes from initial research:

Why did you become a BEO?

"There was a need for an equality officer in the contact centre as management were not acknowledging equality at all in a number of issues".

"At present my branch does not have an equality rep as they have resigned due to ill health. As branch Secretary I am overseeing the area until we elect a new rep".

Motivational Factors.

"I am strongly committed to diversity and equality issues and believe the values of equality should underpin all we do as a union. . I think I continue due to sheer dogged determination; I do not feel that I have been supported in this role by my branch. One of the reasons I persevere is because I genuinely do not believe the wider PCS sees things the same way."

"I am concerned at how ill justified supposed equality measures are being forced through by unelected, self appointed unaccountable networks/forums with many activists treat invisible at branch level who take on no responsibilities but are

*vociferous in their own self interest
citing well dodgy fashionable latest
theories.”*

What would help you most in carrying out your role?

The results here demonstrated 3 specific things BEOs required to carry out their duties:

1. Greater clarity of the role. 40.3% stated they needed a definitive role outline to enable them to be effective.
2. Effective training. 53.2% needed appropriate training to do the job.
3. Networking with other equality officers was seen to be of importance, as 33.9% requested networking.

A great deal of concern was expressed in the survey that the role of promoting Equality should be on a firmer and more secure footing industrially and legally. It was felt that equality should be included in union recognition rights and procedural agreements, and there should be statutory rights for union equality reps.

It is worth noting here, in passing that the Equality Act received Royal Assent on 8th April 2010, and it has failed to give statutory rights to Trade Union Equality Representatives.

Stage 2 – setting the framework

The Equality Reps Handbook

The handbook was distributed in draft form at ADC in 2009 and spent a period of time posted on the PCS website for comments- this was

advertised through the pages of Activate in August 2009. Many delegates at ADC gave feedback together with Full Time Officers & discussion also took place with senior reps within DWP group and the North West regional committee.

The handbook was produced and issued to all listed BEOs within the project area in February 2010. Alongside this it was re-loaded in its final form onto the website as the Equality Reps Toolkit. (<http://www.pcs.org.uk/en/equality/equality-officers-toolkit/index.cfm>)

This formed the basic resource for the training course.

The union equality reps' toolkit

After widespread consultation and discussion, the format and content of the toolkit were agreed, and the toolkit was designed, produced and was launched at PCS Annual Delegate Conference 2010.

Key equality areas identified through surveys, piloting, promotional and awareness activities, steering group and committee discussions as most important to be covered in the toolkit were:

- details of union equality reps' rights and a model workplace agreement
- Dignity at work and dealing with harassment and bullying
- How to check equality at the workplace: fair pay and equality audits
- Family rights and flexible working

- Key issues for representation and involvement of:
 - Women
 - Black and Ethnic Minority
 - Disabled workers
 - Young workers.
 - LGBT workers
 - Older workers
 - Migrant and agency workers

UMF, BERR and TUC public events and fringe meetings were supported with experience from this project throughout its duration.

Training Developments

As part of the project, PCS was committed to developing supporting training for equality reps. However, elsewhere within the UMF Round 2 supported bids, and the TUC were also being funded, with a key part of their programme being to develop a suitable training course for union equality representatives. This caused an issue for the project team – whether to ignore the TUC developments and prepare a PCS-only course, or to work in conjunction with the TUC training.

PCS has a long history of support for trade union education through the TUC – we make extensive use of their basic union rep and safety rep training courses and the inclusion of PCS ‘students’ is important in many areas of TUC training to ensure that courses have enough participants to be viable.

The Project Team, in consultation with the steering group and internal PCS contacts who work in our education and training areas, decided that we needed to be

supporting the wider TUC course and that this offered then the opportunity to supplement that training with a PCS specific course at a more advanced level.

The 3 day PCS training course was designed to supplement the training available for equality reps through the TUC. It was felt that this course was necessary, as the TUC course only provided a base line introduction to the role. BEOs had through surveys and conferences requested a more in depth course that involved a greater emphasis on Equality Impact Assessments and Equality legislation.

It ran as an initial pilot in Preston on 17th to 19th February 2010 and in London on 28th to 30th June 2010, to ascertain if it was meeting the needs of the Branch Equality Officers.

The course format was structured into 3 days and broken down into key parts:

Day One

- Identifying equality issues
- Sources of information/Dealing with members & reps
- Equality Mapping the workplace & Tackling under-representation.

Day Two

- Understanding and interpreting data
- Equality Monitoring & Review
- Equality Duties
- Equality Impact Assessments

Day Three

- Negotiating and Organising for Equality
- Preparing your negotiating strategy
- Negotiation Skills
- Preparing an Action Plan.

The evaluations suggested that the course was sufficient and plans are being put in place to follow the pilot course with a “training for trainers” course, to extend the number of capable lay tutors who can offer the course in their respective regions.

Other training made available

There were additional training needs identified as part of the work of the project team in closely liaising with developing equality reps. where possible, additional training was facilitated, as follows:

- **Equality Impact Assessment Training-** This was a key priority as BEOs needed to be up-skilled in this area. The training was put together by the two project officers, who then delivered it. It was delivered not only to BEOs but to Branch Executive Committees, Group Executive Committees, Full Time Officials and lay reps.
- **Mentoring Awareness Training-** A three day OCR accredited mentoring course, in conjunction with TUC Wirral Met, was piloted. This course attracted 12 attendees, who came from a wide range of activists, not just BEOs. The activists found this course

very useful and stressed the need for mentoring in the wider union context.

Equality Representative Network & Consultative Conference

A further aim of the project was to establish a network for equality representatives and to hold regular meetings with this network. This has proved something of a challenge, particularly in establishing an effective virtual network. Concerns are centred around the need to moderate any online forum and the significant resource implications that this can impose as well as concerns expressed by BEOs about the apparent levels of censorship that central moderation can suggest.

The annual seminar, however, has proved far more successful. This has taken place for the last two years, at the Mechanics Institute, Manchester. The seminar was limited to 50 Equality Reps at each event due to financial constraints, space limitations and the need to have a manageable size event. This gathering has proved invaluable as a way of establishing effective two-way feedback between the project team and the wider union on the one hand and new and more experienced equality reps on the other. We have been able to use these events to identify needs and get feedback on the developing job role, consider the impact of the developing TUC training on PCS training needs – helping us to identify the need for a higher level of training for more experienced representatives, for example. In general terms, the information and thoughts that have

been generated at the seminars have been incorporated into the project priorities as part of the ongoing consultative process.

Electronic Equalities Data Collection Package

PCS holds a wealth of information in its membership system (Commix). Equality). PCS makes the process of managing and amending membership records easier as each individual member and key branch and group officials can assess a range of data about themselves and their branches via the internet. It is an essential resource for Branch Equality Officers in relation to Equality Mapping their workplaces. PCS has used the consultative conferences as an opportunity to explore needs in this area for BEOs as well as testing out the levels of understanding amongst them in retrieving and making best use of such data.

Stage 3 – into the field

Developing a partnership approach with employers

This has produced very mixed results – mainly with a split between large and smaller public sector employers with the privatised employers sitting more with the views of the larger public sector departments and agencies.

Sadly, although many larger public bodies pronounce loudly on their ‘commitment’ to equality, this does not seem to translate into seeing the advantages of granting time for trade union equality reps to become active within their organisations. Those

approached so far have not agreed terms on which time off might be specifically included within facilities agreements.

We continue to press these issues, arguing that the benefits to the organisations would far outstrip the balancing costs.

In smaller, particularly single site operations, we have had some greater success, possibly based on the more informal industrial relations environment. In certain cases equality reps are operating effectively in partnership within these environments. However, this is still without a formal structured agreement that such time should be made available and it is likely that restrictions in resources which are now facing the public sector could see these opportunities restricted.

Our experience suggests that legally enforceable rights for time to undertake their role are a key requirement for the effective development of a union equality representative structure.

Devise a Mentoring Strategy for BEO

A Mentoring Strategy has been written and submitted within PCS for consideration. PCS needs to support and mentor new activists, especially under represented members. (This commitment is stated in the Organising Strategy for 2010).

PCS aims to increase its membership density to 80%, this is achievable but in order to recruit new reps the right support mechanisms need to be in place, i.e. New Starter Packs for Branch Equality Representatives, Young Members, Black Members, Disabled members and Women. The packs need to contain organisational charts, Departmental Policy and Procedures for Grievances and Disciplinarians.

PCS cannot afford to miss any opportunity to unite members and workers and to improve its membership density and activity at all levels. PCS aims to be a union that campaigns, bargains and organises around issues that members care about and builds activist bases that are reflective of its membership both now and in the future. This can be achieved through introducing a mentoring strategy throughout the union that fosters support and develops all its representatives to their full potential.

Union members are often put off volunteering themselves to become union representatives because they feel out of their depth and feel they won't get the kind of support they need. By providing a mentoring system within trade unions, potential

or new reps may feel more confident in taking on the role. The mentor could be an existing union rep to help each other achieve their potential by sharing experience and listening and guiding. The relationship should be based on trust, confidentiality and equality.

Works Plans & Support Agreements.

The role has been widely adopted within the Branch Structure throughout the catchment area.

In DWP the role is very evidently embedded throughout its entire structure. Other groups have embedded the role for varying degrees.

The commercial sector again has in the main adopted the role, but to different levels dependent upon the department that they are attached to and the size of their branch.

In the absence of statutory rights, it is clear that a one size fits all approach for employers is unlikely to work and so the approach that has been adopted is one of contacting all groups within the catchment area for them to address through established negotiation mechanisms.

Having no statutory rights has been a widespread concern for equality reps when undertaking their duties.

To identify related areas of the union's work which can be meshed with the work of equality representatives & devise a strategy for achieving this.

Identified areas have been highlighted in the BEO handbook examples are as follows:

- Organisational Strategy- Promoting equality and tackling discrimination is one of the founding principles of PCS and a challenge that needs to be addressed at every level of the union. As a democratic trade union, we must ensure that those who experience inequality have a voice and are able to participate fully in the activities of the union and to take up representative posts. Our aim is to encourage and support underrepresented groups to become more active in the union and to remove any obstacles to participation.

In order to achieve this aim PCS has pledged to work to ensure that the promotion of equality is a priority issue for PCS in bargaining, campaigning and organising and in the delivery of services to members.

As part of this pledge PCS in conjunction with the Union Modernisation Fund has piloted an Equality Officer Project in DWP National and in the North West Region of PCS branches. The aim is to have an Equality Officer in every Branch, promoting and engaging in Equality work that will bring real benefits to our members. We are committed to workplaces, in which unconditional dignity and respect is shown to all workers, at all times. The Equality Officer

is a key role within Branch: they will advise and assist members, as well as devising/supporting Branch Reps on Equality matters and supporting relevant negotiations.

However, these words have to be turned into positive actions and by introducing a mentoring process; that will overcome barriers to progress and offer support to disadvantaged groups of workers, will enable PCS to achieve its principle aim.

- Equality Mapping/Monitoring- Equality Mapping is a strategic tool to help BEOs to analyse the workplace around the equality strands. The integration of diversity and equality into our learning and organisational structures will ensure access to a wider pool of talent. Using data collated through equality mapping, can identify “hidden” talent from some groups of staff who would not necessarily have been identified for development roles by their managers.

Conclusions

During the project, we identified union equality reps as the 'missing link' in the development and promotion of equality in the workplace. What's more, the project has shown how important union equality reps are in the workplace, while supporting their development and effectiveness, raising their profile and disseminating experiences across the trade union movement and interested organisations and journals.

From this experience, we have reached three clear conclusions – that union equality reps are a breakthrough for equality in the work place; that trade union education and training using the toolkit are vital to ensuring the effectiveness of union equality reps; and that the lack of facility time and statutory rights is clearly a barrier to further development of this important role in many areas at this time.

The union has generally met its stated aims and objectives and concluded that, because of this project, the role union of equality reps has been considerably strengthened through:

- Raising awareness of the role in the union and more widely encouraging more union equality reps and their diversity.
- Developing a toolkit and union education materials, piloted at workplace seminars.
- National and regional data bases of union equality reps
- Survey of union equality reps

- Strengthening communication with union equality reps.

Running a project such as this during a time of significant change within PCS as an organisation has produced its own difficulties: the 'loss' of the project sponsor at the end of 2009 risked throwing the overview of the project off course; coupled with the move of the project manager to other duties in early 2009, we were heavily reliant on the two appointed project workers to keep the issues on track with minimal oversight – that we delivered on our objectives, particularly in relation to Phase 3, is in no small part due to the professionalism and hard work of the project workers. These changes in personnel, coupled with the intense activities across the whole of the union at points during the project, defending members' terms and conditions coupled with particular issues that arose within the DWP bargaining area, challenged the project in terms of maintaining its momentum at times when much of the focus of the union was elsewhere – however, in the ever-changing environment in which most unions currently have to operate, it would be difficult to find an extended period when such a project could be developed without having to address such issues at some stage. The loss of the key contact in the project partner organisation has also had an adverse impact on the partnership research running alongside the project.

Areas for improvement.

1. No official launch of the toolkit took place. A public event should have been held to celebrate the excellent resource now available for Branch Equality Officers and to announce PCS plans for what next, now the project has ended. As this was a pilot only the branches within the project area had any real knowledge of the resource. The use of Annual Delegate Conference as a launch pad assisted with this to some extent, as all Branches tend to be represented at Conference but more could have been done to highlight this key development.
2. Communication was not as effective as it should have been. The project was advertised at ADC and in the union magazine Activate and Oracle but no wider.
3. The Branch Equality Officer handbook was produced within the pilot area it failed to include reference to Northern Ireland Equality Legislation, so if NEC do roll this out nationally the resource will need to be updated with additional legislation. Northern Ireland is not covered by the UMF project, so funding could not have been used to support this initiative within that area.
4. Sustainability is an area of concern. Once the project comes to an end unless the equality strategy, together with the Mentoring Strategy is embedded

into our structures all the hard work will start to fall apart – support for BEOs is crucial. For this reason a paper has been put to the PCS ruling National Executive Committee, with recommendations that support the ongoing development of the PCS Equality Agenda and, in particular, spread the role of equality reps into areas that were not included within the Pilot project.

PCs is aware that sustainability is an integral part of the UMF process and it is vital, to fully meet the terms of funding, that the plans that we have developed for sustainability and wider union involvement through the lessons and outcomes of the project are successfully implemented.

Summary of recommendations to PCS National Executive Committee

A report on the project has been presented to the PCS National Executive Committee, the ruling body of PCS, with the following recommendations:

1. That in conjunction with our major national campaign in defence of jobs, pay, pensions and civil and public services, PCS should roll-out the Equality Reps Programme across PCS Nationally. As the cuts in the budget have widened inequality in Britain and the groups disproportionately affected are

women, disabled, LGBT, Black members.

2. That with a diversifying union membership, low pay and inequality at work it is important that PCS focus on recruiting, training a network of Equality Branch Officers to fight against a two tier workforce. Where employment costs are being driven down in contracted out areas, it is invariably the most vulnerable workers who suffer the most.
3. That PCS continues to press the TUC to lobby for statutory time off for Trade Union Equality Representatives.
4. That a high priority is given to negotiations in the workplace between PCS and employers to agree facilities for union equality representatives.
5. That to fulfil our aim of encouraging and supporting under-represented groups to become more active in the union and to remove obstacles to participation, PCS needs to introduce a Mentoring Strategy. This will help overcome barriers to progress and offer support to disadvantaged groups of workers, which will enable PCS to achieve its principle aim.
6. That Constitutional change are made to the Branch Model Constitution to make the Branch Equality Officer (BEO) a mandatory post within all branches, it is a post that should ideally be filled through the normal Branch Annual Elections (or by co-option through the Branch Executive Committee (BEC) in accordance with Branch rules).
7. That full and structured training for BEO's to become a mandatory requirement of the post. It is also to become a core component of the training programmes regularly offered and funded by PCS Organising and Learning Services (OLS).
8. That an Equality Officer to form part of every PCS Regional Committee, to act as a hub between Regional single strand Networks, Departmental Regional Equality Committees, all BEOs within that region.
9. That all PCS Regional Committee Equality Officers to meet quarterly (Convened by PCS National Equality Dept) and report back to this committee to allow a clearer understanding of the National Equality Issues to be known. This information can then be cascaded back to Branches from the PCS National Equality Dept by whichever medium is felt to be most appropriate.
10. That the annual consultative seminar for Equality Reps is not to be discontinued at the conclusion of the project. It is instead recommended that attendance is offered more widely as part of a national roll-out of the programme and this

annual event becomes
embedded in PCS's annual
events

11. That NEC continues the dissemination of the experience of this project as part of awareness raising and strengthening of the role of union equality reps in the workplace and wide community.

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