

Workforce equity monitoring

Standard operating procedure (SOP) | WRK-SOP-009

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Replaces	None (new document)
Standards and criteria supported	Standard 2E, criterion 2E.8
Evidence basis	E-006, E-009
Status of this document	Recommended best-practice model. A hospital may adopt, adapt or replace it with an equivalent that meets the same criteria.

At a glance: what to do

1. Record equity data for recruitment, work allocation, scheduling and promotion each quarter.
2. Compare outcomes across groups.
3. Investigate any unexplained difference.
4. Report the findings yearly and act on them.

Stop and get help straight away if: equity data is not collected for recruitment or promotion.

1. Purpose

To check that recruitment, allocation, scheduling and promotion are fair, and to correct any unexplained pattern [EC].

2. Scope

Applies to	All recruitment, allocation, scheduling and promotion decisions
Locations	All services
When	Quarterly data collection; yearly report
Does not apply to	Individual pay, which is governed by the pay policy

3. Definitions and abbreviations

Term	Meaning in this SOP
Equity monitoring	Recording outcomes by group to see whether they differ without a clear reason
Unexplained difference	A difference in outcome that cannot be explained by role, skills or hours

4. Background and rationale

Unfair allocation of unpopular shifts or missed promotion drives staff away. Monitoring finds these patterns early, before they become a complaint.

5. Responsibilities

Role	Duties in this SOP	Competence needed
Human resources lead	Collects the data and runs the analysis	HR analysis
Chief executive	Receives the yearly report and agrees actions	Executive
Line managers	Make allocation and scheduling decisions consistently	Management

6. Equipment, materials and resources

Item	Specification or standard	Check before use
Workforce equity register (WRK-REG-003)	Current	Updated quarterly

7. Safety and infection prevention

- Data is held confidentially, reported only for groups of 5 or more, and used only for fairness.

8. Before you start

- Confirm the groups to be monitored are agreed and lawful under local rules.

9. Procedure

Follow the steps in order. Where a step says "If", take the action for the case that applies. Do not skip a step. If a step cannot be done, use section 11 and section 12.

Step	Action	How to do it	Key point
1	Record the data.	Enter each decision in WRK-REG-003 with the group and the outcome.	Data is only useful if every decision is recorded.
2	Compare outcomes.	- Compare outcomes across groups for each area. - Check the difference against role, skills and hours.	Compare like with like.
3	Investigate.	- For each unexplained difference, review decisions with the manager. - Record the finding.	An investigation is not an accusation.
4	Act and report.	Agree actions and report them yearly.	The yearly report shows the change over time.

Decision points

- If an unexplained difference is found in promotion, the chief executive decides on a review of the process.

10. Special situations

Situation	What to do
Small team	Results are combined across teams so that no individual can be identified.

11. Problems and escalation

- An unexplained pattern that is not resolved within 3 months is reported to the chief executive.

12. Monitoring and compliance

What is checked	Target	How often	Who	If the target is missed
Quarterly data recorded for all four areas	100%	Quarterly	Human resources lead	Escalate to chief executive
Unexplained differences investigated	100%	Each quarter	Human resources lead	Escalate to chief executive

13. Records

Record	Where it is kept	Kept for
WRK-REG-003 Workforce equity register	HR files	Employment plus 6 years

14. Training and competence

- Managers are trained in fair allocation and recording decisions.

15. Related documents

ID	Title	Relationship
WRK-REG-003	Workforce equity register	Source data
WRK-POL-004	Working hours and rest policy	Scheduling rules

16. Evidence

ID	Source and status
E-006	ASF Policy Framework v1.2. Adapted.
E-009	ASF Expert Committee consensus. Groups set by the ASF Expert Committee under local law.

EC = ASF Expert Committee consensus. Items marked EC are reviewed by the Committee each year.

17. Change history

Version	Date	What changed	Approver and signature
1.0	{{document.effective_date}}	First version	Pending Expert Committee approval