Standard operating procedure (SOP) · WRK-SOP-009 · Version 1.0 · Approved by the ASF Expert Committee

**Supports:** 2E.8

### At a glance

- Record equity data for recruitment, work allocation, scheduling and promotion each quarter.
- Compare outcomes across groups.
- Investigate any unexplained difference.
- 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

| Term | Meaning |
|---|---|
| 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

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

## 5. Responsibilities

| Role | Responsibility | Competence |
|---|---|---|
| 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. Materials and equipment

| Item | Requirement | Condition |
|---|---|---|
| Workforce equity register (WRK-REG-003) | Current | Updated quarterly |

## 7. Safety

- 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

**Step 1. Record the data.**

- Enter each decision in WRK-REG-003 with the group and the outcome.

**Key point:** Data is only useful if every decision is recorded.

**Step 2. Compare outcomes.**

- Compare outcomes across groups for each area.
- Check the difference against role, skills and hours.

**Key point:** Compare like with like.

**Step 3. Investigate.**

- For each unexplained difference, review decisions with the manager.
- Record the finding.

**Key point:** An investigation is not an accusation.

**Step 4. Act and report.**

- Agree actions and report them yearly.

**Key point:** The yearly report shows the change over time.

## 10. Decision points

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

## 11. Special situations

| Situation | Action |
|---|---|
| Small team | Results are combined across teams so that no individual can be identified. |

## 12. Escalation

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

## 13. Monitoring

| Measure | Target | Frequency | Owner | If not met |
|---|---|---|---|---|
| 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 |

## 14. Records

| Record | Kept in | Retention |
|---|---|---|
| WRK-REG-003 Workforce equity register | HR files | Employment plus 6 years |

## 15. Training

- Managers are trained in fair allocation and recording decisions.

## 16. Related documents

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

## 17. Evidence

| Reference | Note |
|---|---|
| E-006 | ASF Policy Framework v1.2. Adapted. |
| E-009 | ASF Expert Committee consensus. Groups set by the ASF Expert Committee under local law. |

## 18. Change history

| Version | Date | What changed | Approval |
|---|---|---|---|
| 1.0 | the date of approval | First version | set Expert Committee approval |

## E-learning for this document

- Equity, Diversity & Inclusion in Healthcare (EDI-001)

## References


- Accréditation Sans Frontières (2026). ASF Policy Framework v1.2. (E-006)
- Accréditation Sans Frontières (2026). ASF Expert Committee consensus on Standard 1. (E-009)


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