



Central Executive Council Special Report

GMB WOMEN'S PROJECT

PROGRESS REPORT TO ANNUAL CONGRESS 2015

CITYWEST, DUBLIN

SUNDAY 7 JUNE

9.30 am - 12.30 pm, 2.00 pm - 4.30 pm

MONDAY 8 JUNE – WEDNESDAY 10 JUNE

9.30 am - 12.30 pm, 2.00 pm - 5.30 pm

THURSDAY 11 JUNE

9.30 am – 12.30 pm, 2.00 pm - close of business

GMB National Women's Taskforce Membership

| | | |
|---------------------|---|-----------------------------------|
| Ann Lafferty | Secretariat to Task Force | National Office |
| Mary Turner | National President Chair of the Task Force | London Region |
| Sheila Bearcroft | CEC member Vice Chair of the Task Force | GMB Wales & SW Region |
| Kathy Abu-Bakir | National Equality Committee member | Southern Region |
| Jude Brimble | National Officer | National Office |
| Ida Clemo | Executive Policy Officer | National Office |
| Rose Conroy | Head of Communications | National Office |
| Emma Golding | Head of Human Resources | National Office |
| Margaret Gregg | CEC member | NW & Irish Region |
| Sue Hackett | Organiser and Regional Equality Officer | London Region |
| Sarah Hurley | Branch Equality Officer | London Region |
| Mary Hutchinson | CEC member | Northern Region |
| June Minnery | CEC member | GMB Scotland |
| Desiree Risebury | Senior Organiser | Yorkshire & N. Derbyshire Region |
| Kath Slater | CEC member | Midland & East Coast Region |
| Viv Smart | CEC member | Birmingham & West Midlands Region |
| Karen Smith | Membership Manager | National Administration Unit |
| Cath Speight | Head of Political Department | National Office |
| Kathleen Walkershaw | European Officer | Brussels Office |

Non Member Associates

| | | |
|---------------|---|---------------------------|
| Paul Kenny | Equality Champion/ General Secretary | National Office |
| Paul McCarthy | Senior Management Team Representative Regional Secretary | North West & Irish Region |

Membership of the National Women's Taskforce has remained relatively constant and together we have continued to address with due diligence the overarching objectives set out in the CEC Women's Special report in 2013 which were:

“There needs to be a full change management programme that embeds the necessary changes at all levels of the organisation. The General Secretary should champion the change and oversee an annual equalities audit (to be included each year in a report to Congress), to ensure that all appointments, procedures, initiatives, services etc. should be accompanied by an equalities impact analysis. This should be replicated within each Region.

We have also sought to implement our aims and objectives outlined in our previous Interim Report that;

“The GMB Women's Task Force aims to develop and recommend policies, actions and structures that will ensure the GMB's profile at all levels of the lay and employee structures reflects the number of women members in the union”

Since our last report we have done all within our power to ensure the implementation of the recommendations contained within our 2014 report and worked towards the prioritisation of changes to put before Congress 2015 that we feel will best achieve our aims. The Taskforce believe that one of the key issues that requires immediate and urgent attention is the GMB Appointment Process.

GMB Appointment Process and Procedures

Background

The CEC Special Report to GMB Congress 2013 identified “a perceived lack of transparency” of process around job advertisements and appointments especially senior positions in the Union. It also identified an “absence of a level playing field” with “marked differences” with regional arrangements when carrying out appointments.”

The lack of a consistent approach to appointment procedures in the past has resulted in reputation damage, as well as the obvious undermining of confidence that posts were always awarded on merit and capability against set criteria.

All and any perceptions that career progression is by way of length of service must be clearly dispelled forever, merit and ability to fulfil the role must be the only criteria. Who you know or are friends with have no weight or place in a modern equality and merit based appointment process.

There needs to be a robust appointment process in which faith, trust and confidence can be placed by those who seek employment and confidence in those whose role it is to appoint and promote employees.

GMB has made significant advances in our appointment procedures during recent years and the introduction of uniform training across the GMB for all those participating in selection and appointment panels with the aim of raising both knowledge and consistency in all areas is to be welcomed.

Current system

It is often cited that the current system for appointments at this level are "pre ordained" and such a perception erodes and damages the validity of any process.

The current system has produced some outstanding appointments however it is useful to remind ourselves that at times the current system has been inconsistent in the quality and capability of some choices made.

It is also clear that manipulation of the system has occurred in the past with quite distressing results for the Union. In recent years some appointments to senior grades like Regional Secretaries have been made by selection panels drawn from the relevant region and the Central Executive Council (CEC). This model appears to have worked well and has helped silence the rumours which have been used to undermine the old process surrounding predetermination.

The whole basis of power in the GMB is built on the principles of balance between the National and Regional parts of our Union. The lay bodies of the CEC our Regional Committees are our strength. It would be against that balance of power and responsibility if appointments at the level of National and Regional Secretaries were centralised to the CEC as exists in other Union's.

Entry Level Officers

The appointment process for entry level officer grades has been overhauled and a far more robust interview and selection criteria brings both stronger candidates to the fore and does so with more transparency.

For Membership Development Officer and Senior Organisers it is vital that the same vigorous consistent appointment process is delivered throughout the Union with clear understanding by the appointment panel of the requirements of the post in question and the capability of all and any applicant to fill such a post.

Appointment panels to cover these two particular officer grades should continue to be drawn from suitably trained and competent persons from Regional level with National HR support at all times and throughout the process.

The success of adapting and introducing the new system now makes it inevitable and urgent that the appointment process for more senior roles within the GMB are also strengthened to ensure any flaws in the current system whether real or imagined are dealt with.

It must clearly follow that the changes made by the Senior Management Team (SMT) to the entry level officer appointments must be extended to all other officer rule book posts which are covered by an appointment process.

The roles National Officer, National Secretary and Regional Secretary are high profile important and critical positions which would also benefit from a new and consistent approach for the appointment procedure.

Proposed system

GMB is not any other organisation and we must have modern appointment processes which recognise and reflect the absolute link between our National and Regional Structures. The process used in the GMB Southern Region for the appointment of the Regional Secretary seems an ideal ready-made model to follow for how a new system might operate.

An appointments panel drawn from properly trained members from the relevant Regional Committee and the CEC in equal numbers would provide the correct balance, ensure a consistent approach and go a long way to eliminate that perception of pre determination or "fixed outcomes".

The new system coupled with a far more vigorous profiling and task based interview procedures would hopefully encourage a wider more diverse choice of candidates and help to raise standards.

The same type of panel make up would be used and drawn up for National Secretary and National Officer appointments with Regional members of the panel being drawn from the pool of those suitably qualified and trained as well as having the knowledge of the relevant Industrial areas concerned.

The President of each selection panel would be determined by the type of post being interviewed for example for a Regional Secretary post then the Regional President would preside. If the post is for National Secretary or National Officer then the National President or Vice President would preside.

In all situations only those who had received the appropriate training on a regular basis could participate at any level in the process. Ex officio to the panels but without voting rights may be such persons as are required by the panel in order to authenticate candidates claims or conduct such exercises or provide such information as may be required in line with agreed interview process for the use of the panel in their deliberation.

National HR department will participate at all levels of the appointment process including shortlisting and interview stages but will not have any vote in the event such a process is required at determination stage.

The appointment system for National Senior Staff position has produced a significant change in the gender balance of the Heads of Department or similar type roles. Nonetheless in order to introduce a standard and consistent system, it is recommended that those appointments currently of senior staff which have previously been dealt with by a panel drawn solely from the CEC, be replaced with one identical to that being recommended for National Officer appointments.

There is a clear understanding that the Union must use and encourage the engagement of many more women in the future direction of our Union. Old protocols or rigid structures shouldn't stop us dealing with the complex problems of here and now. The recent restructure of the SMT is a clear sign that strategic thinking in the GMB about perceptions are understood and are being addressed

In essence, the changes proposed in this paper build on what has or is currently happening. It recognises the need for inclusion in the appointment process particularly for the most

senior posts and offers a system that will produce confidence in future applicants that appointments are merit based.

It will bring to the interview table a wider base of candidates from which to make a choice and improve both the quality and opportunity within the process from which both applicants and the Union will be winners.

The new process should help more women and black and minority ethnic applicants have confidence in a robust and transparent system where candidates whose merit and abilities be the criteria that selections will be made on.

Recommendations for Change

The Task Force **recommend** that the **appointments process** should

- Be robust and one in which faith, trust and confidence can be placed by those who seek employment or those whose role it is to appoint and promote employees
- Be compliant with relevant equality legislation and ensure that the best candidate is selected based on merit and capability
- Be implemented consistently across the Union for senior appointments
- Include profiling as well as a relevant task based evaluation exercise
- Always conducted in a fair, transparent, and accountable manner

The Task Force **recommend** that the **appointments panel** should

- All receive regular and appropriate training to ensure compliance with current equality legislation
- Be suitably qualified and have good knowledge of the post
- Be made up of an equal balance of CEC lay members, Regional or Section Committee members with appropriate industrial knowledge
- Include the National President/Vice President or Regional President determined by the type of post being interviewed
- National HR Department will support Regional and National appointments as outlined in the proposals
- Determine whether any other person be required without voting rights in order to authenticate candidates claims or conduct or provide information for the use of the panel in their deliberation (i.e ex-officio)
- Act in a responsible and transparent manner ensuring that there is no pre-determination and no informal contact with the interviewee outside of the process.

Appendix A gives further details on interview construction, candidate feedback, potential advice for candidates and Appendix B lists subsequent rule amendments.

The Task Force **recommends** that the issues contained in this document are **implemented** and **reported** back to Congress 2016

Statistics on Women in the GMB

The Taskforce have taken the national statistics referred to in our 2014 Interim report and broken them down by region. This information, as contained in Appendix C, highlights the substantial regional variations regarding:

- The number of women GMB members
- The number of GMB women workplace representatives
- The number of branches who have a Branch Equality Officer
- The gender of the Branch Equality Officer

The Taskforce have been trying to better understand these differences by considering regional practices in place and how these differing practices impact upon the statistics. Looking at regional best practices and how they can be replicated throughout the union. In doing so we are aware of the weaknesses and disparities in how data is kept and what information is shared.

The Taskforce **recommend** that a standardised **regional equality audit** be undertaken on a regular basis.

That the audit covers regional practices as well as regional gender related statistics. That the completed audits be the subject of circulation, comparison and evaluation by the SMT and the National Women's Taskforce

Communicating our Commitment

The Taskforce are keen to ensure that the GMB Rule book reflects and communicates the unions stated intent to support and encourage its women and to that end, we would recommend an appropriate statement be included within the "Our Purpose".

The Taskforce **recommend** that that the following words be inserted as an additional bullet point in the GMB Rule Book "**Our Purpose**" statement.

"We will strive to ensure that GMB's profile reflects all equality strands in the union at all levels of the lay and employee National, Regional, Branch and Workplace structures."

The implementation of the Interim Report to Annual Congress 2014

The Congress decision to implement the Taskforce Interim Report was welcomed and work has been done to ensure that the report is widely circulated using the GMB national web, journals and the Equality Forums.

The following section is provided to detail some of the work and actions undertaken by the Taskforce to implement recommendations contained within their Interim Report to Annual Congress 2014.

Zero Tolerance Statement

The Zero Tolerance Statement contained in our interim report has been subject of wide circulation. It has been featured in the GMB journal, placed on the GMB National website, sent to all Staff via the Staff Bulletin; it is included within GMB@Work training and will be displayed in all GMB offices.

Workplace Contacts

The Taskforce contacted each of GMB's 6,000 Workplace Contacts to request their participation within our online survey. The results received have provided a clear insight into the needs and aspirations of Workplace Contacts throughout the union. We are now in the midst of taking appropriate to ensure the information received is acted upon. Part of this work is looking at the regional variance in training provided to those undertaking this role with a view to standardising best practices throughout GMB.

Workplace Representatives

DVD Women's Voices

The Taskforce DVD 'Women's Voices' – is available for use as an aid to encourage women to become GMB representatives. It is the intention of the Taskforce to produce a series of different "Women's Voices" DVD's, to encourage women to become more active in all aspects of the union.

GMB Training and Education

There were lots training and education related recommendations contained within the Taskforce interim report. Work on equality proofing course material is underway. Regarding the other recommendations the Taskforce is working with Carl Parker the National Education Officer and the Regional Education Officers.

Workplace Representative Development Programme

A draft policy has been drawn up by the Taskforce and submitted to the SMT for consideration. This policy will offer a programme for Workplace Representatives to develop within GMB.

Branch Equality Officers

The Taskforce are currently encouraging all Branch Equality Officers to participate in an online survey in which they will be asked to identify the issues they deal with, the problems they encounter and the assistance which they would like to have provided. Once the survey is complete and the responses analysed, the Task Force will continue to work with the National Equality Forum to create national guidelines to encourage a greater take up of this position.

Annual Women's Conference

Arrangements have been made to ensure regions budget for and plan their Women's Regional Conferences. The Taskforce have offered their support in the organisation of these Conferences. In several regions this event has now taken place and been the subject of positive feedback.

GMB: The Employer, Women's Progression

Staff to Officer Scheme

A new national policy has been developed and implemented covering the arrangements for employees to gain the insight, knowledge and experience to be able to carry out an Officer role within 12 months.

Mentoring Policy

A draft policy on the provision of Mentors for GMB employees has been drawn up by the Taskforce and submitted to the SMT, for consideration.

Conclusion

The Taskforce seek the endorsement of this their second report to Congress.

Appendix A GMB Appointment Process and Procedures

This appendix gives further details on the GMB Appointment Process and Procedures in particular:

- **Advertising Vacant positions**
- **Short listing applicants for interview**
- **Make up of interview panel**
- **Interview Process**
- **Candidate Feedback**

Advertising Vacancies

Vacancies within GMB will continue to be circulated as broadly as possible in order to encourage applications from branches, activists, employees and external applicants, in particular from groups currently under represented.

All vacancies are sent to the National HR department, who circulate it to every Region. Each region then sends this on through its structures to all members via its offices and branches. All vacancies are placed on the National GMB website and on the relevant regional website. In addition, depending on the nature of the role, GMB uses the TUC website and other specialist external websites for advertising.

Short listing Applicants for interview

The short listing phase of the selection process is critical to a successful outcome and will comply with equality legislation. The panel will comprise of at least two people, with additional involvement from HR, and be gender balanced. Each member of the panel will assess applications on his or her own to help prevent bias, following which they will meet to agree a final shortlist.

If advertising a post results in a limited response, steps will be taken to re-advertise to a wider audience. Depending on the number of applicants, there may be a process of long listing, followed by short listing.

Short listing involves reviewing applications against the criteria, identifying a suitable pool of candidates. To ensure that the process is fair and objective, the panel will consider each application against the same set of criteria. The criteria will relate to the requirements of the job and refer to the job description and person specification.

The Appointments Panel

The composition of the panels to appoint senior posts in the union (National Officers, Regional Secretaries and National Secretaries and Heads of National Departments) will be adhered to consistently throughout the union.

Those on the appointments panel will receive regular and appropriate training and have knowledge of the advertised post. National standards will be set for appropriate and on-going training which will be a mandatory obligation for those who undertake the responsibility of interviewing prospective candidates.

The Panel will be gender balanced and appropriately reflect equality and diversity strands where possible as well as industrial, regional and national representation.

An appointments panel will be selected for each post and be drawn from properly trained members. The Panel will consist of an equal representation from the relevant Regional Committee (50%) and CEC members from outside the Region (50%). The Chair of the Panel will be determined by the type of post being interviewed; for regional posts, the Chair will be the Regional President and for National posts the Chair will be the National or Vice President.

The same type of panel composition will be used and drawn up for National Secretary and National Officer appointments with Regional members of the panel being drawn from the pool of those suitably qualified and trained as well as having the knowledge of the relevant Industrial areas concerned.

There is the opportunity for persons to be required by the panel in an “ex-officio” role. They will be present to authenticate candidate’s claims or provide information, as may be required, in line with agreed interview process, for the use of the panel in their deliberation. Any person acting as “ex officio” will not have voting rights.

National HR department will participate at all levels of the appointment process including short listing and interview stages but will not have voting rights in the event such a process is required at determination stage.

The Interview Process

The interview process has two main purposes – to find out if the candidate is suitable for the job and to give the candidate information about the job and GMB.

The interview, to recruit and select, will be a rigorous and robust evaluation exercise consistently used across the whole of the union. It will ensure that the best candidate for the job is selected based on merit. Every candidate will be offered the same opportunity to give the best presentation of themselves.

There will be two parts to the selection process, the first being task based and the second, a structured interview, therefore allowing a range of methods to be used. There will be direct involvement of National HR personnel at all levels, the system used to evaluate applicants and the system used to record the evaluations to ensure a consistent and fair approach. The new system coupled with a far more vigorous profiling and task based interview procedures should encourage a wider more diverse choice of candidates and help to raise standards.

Candidate feedback

Following the interview process, all candidates should be offered constructive feedback, either orally or in writing. The interview panel should agree who is going to provide applicant feedback. Giving feedback should be conducted in an open, positive and professional manner and give positive feedback to any unsuccessful candidate on any aspects they could reasonably improve on for future success. The feedback should be descriptive and should be based on the criteria specified on the person specification, focusing on how the applicant did or did not meet the criteria.

Conclusion

The Task Force recommends that the issues contained in this Appendix are implemented and reported back to Congress 2016

Appendix B Rule Amendments

Congress is asked to pass the following changes to the Rule Book

Rule 17 a Officials – authority over

Clause 3 Line 3

Delete: “or the Regional Committee”

Insert: “ or an appointment panel”

Rule 17 a to read

Rule 17a Officials- authority over

1. The Central Executive Council has full authority over all national, sectional, and regional officers and has the final say over all matters relating to their conditions of employment or otherwise (except disciplinary matters). The council's decision will be final and binding on all officials.
2. The Central Executive Council can pass on its authority for officials to regional committees, as long as so doing would not take away any of the council's overall authority, including the right to decide on the number and grade of senior organisers and organisers.
3. No member will be eligible to be appointed, nominated or elected for any national, regional or section office within the union unless the Central Executive Council (or an appointment panel, if it has been given the authority) is satisfied that the member is suitably qualified and capable of efficiently carrying out the duties of the office.
In line with rule 15 this clause will not apply to candidates for General Secretary and Treasurer.

Rule 17 d Regional Secretary

Clause 1 Line 1

Delete “the regional committee”

Insert: “an appointment panel made up of an equal balance of members of the regional committee and the Central Executive Council.”

Clause 1 Line 2

Delete: “and the procedure for appointing them”

Delete Clause 2

Re-number Clause 3 as Clause 2

Insert new Clause 3

“Appointments under this rule will be made in accordance with guidelines and procedures issued by the Central Executive Council”

Rule 17d to read

Rule 17d *Regional Secretary*

1. When a vacancy arises an appointment panel made up of an equal balance of members of the regional committee and the Central Executive Council will appoint a regional secretary. The person appointed will need to be approved by the Central Executive Council.
2. For the purposes of these rules, a regional secretary will be treated as if they were a member of the regional council for as long as they hold office as regional secretary.
3. Appointments under this rule will be made in accordance with guidelines and procedures issued by the Central Executive Council.

Rule 17 e National Officials

Clause 1 Line 3

Delete “.”

Insert “, and such national officers for each section as the Central Executive Council considers necessary.

Clause 4 Line 1

Delete “nominated”

Insert “appointed, nominated”

Insert new Clause 5

“Appointments under this rule will be made in accordance with guidelines and procedures issued by the Central Executive Council”

Rule 17 e to read

Rule 17e National Officials

1. To help the *General Secretary and Treasurer* with matters relating to members of the sections, the *Central Executive Council* will appoint a national secretary for each section, and such national officers for each section as the *Central Executive Council* considers necessary.

2. To help the *General Secretary and Treasurer* with developing and implementing strategies for workplace organising, the *Central Executive Council* will appoint a national organising officer. The *Central Executive Council* will appoint such other officers in support of that role as the *Central Executive Council* considers necessary from time to time. The national organising officer will convene a national organising team including representative officers from each region. The purpose of this team will be to ensure the co-ordination and implementation of effective organising strategies across the Union in line with *GMB@Work*.

3. When a vacancy arises within the union for a national official (except as set under rule 14 - *General Secretary and Treasurer*) and is taken by a member who has not previously been elected, the member will need to be elected by all members of the union.

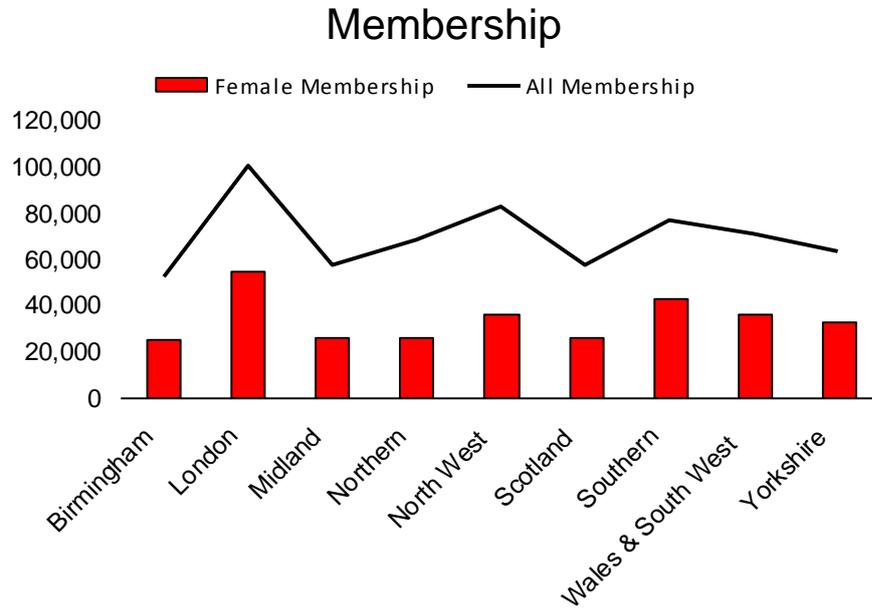
4. No member will be eligible to be appointed, nominated or elected to any national office within the union unless the *Central Executive Council* is satisfied that the member is suitably qualified for the office in line with rule 17a3. The election procedure will be as set out in rules 17f and 65, unless changed by the *Central Executive Council*.

5. Appointments under this rule will be made in accordance with guidelines and procedures issued by the *Central Executive Council*.

Appendix C

GMB Data – Regional Breakdown

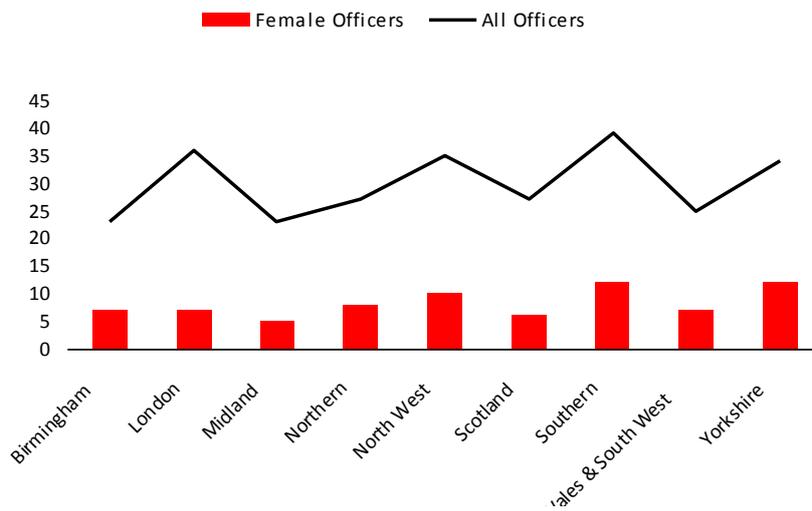
Source GMB membership system 2013 and GMB payroll 2013



Shop Stewards



Officers



GMB Branch Equality Officers

