

Charter Membership Criteria

The Greater Manchester Good Employment Charter is a voluntary membership and assessment scheme which has been created to help deliver good jobs with opportunities for people to progress and develop, along with a thriving and productive economy. The Charter aims to improve employment standards across all GM employers regardless of size, sector or geography.

The criteria below set out the minimum standards expected of a Charter Member across the seven characteristics of good employment. The standards are underpinned by principles enabling equality, diversity and inclusion. They have been developed through a process of co-production to set aspirations for excellence yet provide flexibility to ensure employers of all sectors and sizes can be part of the Greater Manchester Good Employment movement.

Secure Work

Charter members will be expected to provide evidence that employees have security over their income and can manage their work and non-work commitments more easily through:

- Contracts that reflect actual hours worked, including the ability to have contracts reviewed and adjusted if actual hours regularly exceed contracted hours, with zero hours contracts ultimately only for those who want them. The review would take place after 12 weeks of employment and following that every six months.
- Ensuring that all employees fully understand the details within their contracts. (Accommodating for language or other communication barriers and learning difficulties)
- A guaranteed minimum number of hours in the advert and job description for any role and no exclusive zero hours contracts.
- Where an employer is offering hours to an hourly-paid worker, they give four weeks' notice of the times that they will work (to aid household planning) and commit to pay people for those hours in the event of cancellation. [This does not preclude an employer offering staff hours in addition to their contracted hours with less than four weeks' notice.]
- After 12 weeks of continuous employment in a role, agency workers are offered the same pay and conditions as direct employees. After 12 weeks and then every six months, formal consideration is given to offering agency and temporary staff members a permanent position.
- A guaranteed minimum of 16 hours a week (unless the worker requests otherwise)

Flexible Work

Charter Members will be expected to provide evidence of enabling a more flexible workforce to access a broad diversity of skills and talent:

- Designing jobs which flex wherever possible:
 - Where people work (working from home; across different offices; mobile working);
 - When people work (flexible start or finish times;

annualised flexibility; compressed hours; project-based work; shift work); and

- How much people work (part-time; job sharing or job splitting; unpaid leave).
- Where people work from home, reviews of working conditions, including the need for reasonable adjustments, should be carried out.
- Having a flexible working policy to:
 - Encourage flexible working where appropriate and reasonable;
 - Give every individual the opportunity regardless of circumstances to request and be considered for flexible working arrangements and for a decision to be reached and communicated to an employee within 28 days of a flexible working request being made*
 - Consider requests for flexible working from day one of employment.
 - Regular review of flexible working arrangements.
- Advertising all jobs with clarity on the possibility of job flexibility from the outset.

Pay

Charter members will be expected to provide evidence that they:

- Demonstrate payment of the Real Living Wage to employees and details of plans to pay their contractors a living wage, as set out by the Living Wage Foundation.
- Where an employer has more than 100 employees, gender and ethnicity pay gap reporting and where appropriate action planning should be undertaken.
- Ensure that all staff have an entitlement to sick pay, with provision in place for any staff who do not meet the earnings threshold for statutory sick pay
- Provide sick pay from day one of absence
- Pay staff who are off sick a replacement income of 100% of their usual earnings for as long as possible
- Develop an appropriate income replacement policy for staff who are required to spend time away from work to care for a sick dependent or close relative.

(*) A decision may only be delayed beyond the required 28 days when the necessary arrangements (e.g. recruiting new staff) cannot be put in place to allow a positive decision to be made within this timeframe. The decision will only be delayed with the knowledge and consent of the member of staff, and they will be regularly updated on progress.

Engagement & Voice

Charter members will be expected to provide evidence of a confident, empowered workforce creating an effective relationship between individuals, workforce and management where opinions can be safely heard and shared through:

- Involvement of employees in decision-making and managing change through effective communication and consultation.
 - Placing as much emphasis on listening as talking.
 - Employers actively seeking views, taking account of what they hear from employees, and communicating regularly about employees' contribution to driving the organisation forward.
 - Ensuring that managers at all levels are committed to employees having their say.
 - Genuinely considering employees' views before decisions are taken.
 - Communicating and consulting with employees systematically and regularly.
- Engaging positively with trade unions, including:
 - Allowing access to the workplace by trade union organisers.
 - Making new staff aware of potential trade union membership.
 - Voluntarily recognising a trade union(s) where possible.
 - Providing adequate facilities and time for trade union duties, training and activities.
 - Not seek to derecognise a trade union(s) or dismantle collective bargaining machinery.
 - Implement collectively agreed terms and conditions.
 - Take part in collective bargaining arrangements where they exist.
 - Implement collectively agreed norms in the sector where possible.
- Monitoring of employee engagement rates (by protected characteristic) and, where necessary, the development of actions plans to ensure all voices are heard across the diversity of the workforce.

Recruitment

Charter members will be expected to provide evidence of the recruitment of a diverse workforce drawing on the talents of all of Greater Manchester's communities through:

- Selection processes designed to eliminate unconscious bias;
- Inclusive and fair recruitment practices with equality and diversity issues integral to all;
- Recruitment processes which are anonymised, including the 'disability confident scheme' (or equivalent) and consistent with the 'ban the box' campaign (removing criminal record tick boxes from application forms, or equivalent);
- Job adverts which clearly specify the forms of flexible working that could be compatible with the role and the number of hours to be worked (see Flexible Work). Consideration should be given to a wide range of forms of flexibility that could potentially be made available to job applicants.
- Recruiting managers having completed equality and diversity training;
- Recruitment methods appropriate to the role and the candidate – e.g. with adaptable methods of communication, interviews and other activities;
- Recruitment processes, including the advertising of roles, which actively encourage the recruitment of a diverse workforce;
- Monitoring of the diversity of their workforce to understand its

changing nature and progress toward greater diversity.

People Management

Charter members will be expected to provide evidence of:

- Clear organisational values and expected behaviours that align to the values, which are clearly demonstrated and confidently articulated by the workforce;
- An Equality, Diversity and Inclusion Policy and action plan which is actively implemented and monitored;
- Leaders and managers have developed a culture that ensure all employees enjoy a positive working life experience;
- Individual objectives that align with the organisation values and overall objectives;
- A performance management framework with 1:1 conversation with managers;
- An organisation development/training plan which ensures that all staff (including managers) receive appropriate training, during paid time, to enable them to do their job effectively, developing and using their skills and experience;
- Development opportunities to support aspirations for progression;
- Working through progression and the development of allyship, towards increased diversity amongst the senior leaders of the organisation;
- Multi-source feedback and surveys that indicate the workforce feels valued, invested in and developed;
- Managers' role profiles which build in time to manage the workforce;
- An organisation induction programme;
- Grievance and disciplinary processes in line with ACAS guidance;
- Leaders protecting the workforce from bullying, discrimination and harassment.

Health & Wellbeing

Charter members will be expected to support everyone to be a productive employee, accepting that all staff are individuals with differing needs, through providing evidence of:

- The commitment of senior leaders to developing a culture where employees have the ability to take ownership of their individual role in relation to creating a healthy and productive workplace;
- Systems to monitor staff wellbeing with a requirement to act on feedback with real and tangible outcomes;
- Acknowledging different life stages (menopause, caring needs, etc) and supporting staff to thrive within their working environment, including reasonable adjustments for people with long-term conditions and disabilities;
- Acknowledging that mental health is a health and wellbeing issue that needs to be considered in relation to an organisation's wider values and objectives, with strategies subject to regular reviews;
- Managers having a specific objective to discuss employee wellbeing, with support in place to facilitate ongoing training and best practice;
- Internal and/or external support services for staff to access as and when they need them and the management of sickness absence in line with ACAS or equivalent guidelines.

Notice

This document provides a statement of best practice and the criteria listed above are not legally binding.

Supported by