



**Office of Government Commerce
Equality Scheme**

2007-2010

March 2007

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Foreword by the Chief Executive

With the re-launch of the OGC, it is more important than ever that we are a high performing organisation. We must attract talented people who can contribute to the organisation regardless of their race, gender, disability, age or lifestyle. Equally, we must harness the different perspectives people bring with them and create an inclusive culture which welcomes and values diversity.

That is why this Equality Scheme, the first produced by OGC, matters. It combines the requirements placed on us by the separate equality legislation in respect of race, disability and gender, and will help to ensure that our services, policies and plans meet the needs of all our customers and stakeholders.

Putting the Equality Scheme into effect will require some effort from all of us. But this will be worthwhile effort. Promoting equality of opportunity and diversity, tackling any institutional discrimination and ensuring equitable delivery of our services will make OGC stronger. The Equality Scheme is one of the bases of OGC's future success. That is why I am pleased to be able to sign this foreword on behalf of everyone in OGC.

A handwritten signature in blue ink, appearing to read 'Peter Fanning', written in a cursive style.

Peter Fanning
Chief Executive

Introduction

The Race Relations (Amendment) Act 2000 (RR(A)A), the Disability Discrimination Act 2005 (DDA) and the Equality Act 2006 impose a statutory general duty to promote race, disability and gender equality. The duty addresses the core issue of institutional discrimination, which resides in the values, policies, and processes of any organisation and is often hard to recognise. It aims to make equality central to the way public authorities work, and to put it at the heart of policymaking, service delivery, and employment practice. Under the “general duty”, in carrying out their functions, public authorities must have “due regard to the need to”:

- eliminate unlawful discrimination ;
- promote equal opportunities for all, regardless of race , disability and gender.

The “general duty” is supported by a number of specific duties to ensure public authorities are in a position to meet the duty to promote equality. These include duties to produce and maintain race, disability and gender equality schemes and to collect and publish employment monitoring data.

The OGC has addressed this requirement by drafting a Equality Scheme, demonstrating our commitment to equality by ensuring that it is at the heart of our policy making and service delivery. It supports our strategic objectives of improving public service, securing value for money through commercial activities and improving success of projects and programmes. Diversity and equality are high on OGC’s priorities and this Equality Scheme gives the OGC the opportunity to demonstrate its commitment to tackling race, disability and gender equality issues at all levels.

The scheme describes our strategy for meeting the statutory general duty and the specific duties over the period 2007–10. Specifically, it outlines our arrangements for:

- making equality part of the culture of the OGC ;
- identifying and assessing relevant functions and policies;
- assessing, and consulting on the likely effects of proposed policies on meeting the duty;
- monitoring policies for any adverse impact on minority groups;
- publishing the results of our assessments, consultations and monitoring;
- making sure the public have access to information about us and about our services;
- training our staff on the duties; and
- monitoring specified areas of employment in line with the specific duty for employers.

It includes at Annex A, a timetable and action plan, setting out the measures the organisation is taking to meet the requirements of the legislation.

Section 1: - Background

1.1 The Office of Government Commerce (OGC)

The OGC is an office of Her Majesty's Treasury (HMT). Its mission is to transform government procurement.

OGC has strong powers to require departments to meet standards of excellence in procurement. It monitors departments' performance against these standards, ensuring remedial action is taken where necessary.

In summary, the OGC has powers to:

- set out the procurement standards departments need to meet;
- monitor departments' performance against them, and ensure remedial action is taken where necessary;
- make sure that people with the right skills are in the right jobs with the right incentives;
- demand departmental collaboration when buying common goods and services; and
- work closely with the Major Projects Review Group to ensure that the most complex projects are subject to high standards of scrutiny and support when the business case is approved, and before proceeding to tender and contract signature.

So that it is properly equipped to exercise those powers and oversee the changes needed across government, the OGC structure has been realigned to:

- focus on transforming procurement in central government;
- be a smaller, higher calibre organisation; and
- work closely with departments and suppliers to improve capacity and effectiveness.

1.2 OGC Values

• Diversity

We treat everyone fairly and encourage, value and recognise everyone's views and contributions.

• Empowerment

We give information, authority, and trust to people so that they can make decisions and manage risks. We take personal responsibility for what we do and work creatively, embrace change, and learn from successes and mistakes, constantly striving for improvement. We will invest in our people and develop their potential.

• Focus

The OGC is focused on providing a high quality and efficient service to our customers. We plan our operations and policies carefully and base our policies on evidence.

• Relationships

We work with energy, enthusiasm, courtesy and consideration, and value leadership and teamwork at all levels. We will work together across different parts of OGC and work in partnership with others, both within and outside Government, knowing that what we do makes a difference to people's lives.

• **Accessibility**

We work openly, honestly and with integrity, and we share information with each other and our stakeholders. We aim to create a working environment that ensures that each individual member of staff is:

- valued for the differences, skills and experience they bring to work;
- encouraged and enabled to develop their potential in the workplace and to progress;
- free from harassment, bullying and discrimination and treated with respect.

• **Leadership**

The leadership qualities for the Senior Civil Service sit at the heart of the Professional Skills for Government model, and articulate what the Civil Service expects of its leaders. OGC's leadership behaviours can be seen as an OGC-specific translation of these qualities, extended to all staff. Members of the SCS will of course be required to demonstrate these behaviours at the necessary level.

OGC's leadership behaviours are:

- Taking personal responsibility
- Shaping and communicating a vision of the future
- Putting diversity into practice
- Making things happen through others
- Facing up to hard choices

Section 2: - The Equality Scheme

2.1 What is an Equality Scheme?

Public authorities are required by law to promote equality in terms of race, gender and disability. An equality scheme is a strategy that includes a timetabled action plan, summarising how the organisation will build equality into its corporate aims, and how it will monitor and evaluate its performance.

2.2 Key Objectives of OGC's Equality Scheme

In putting the Equality Scheme into practice, we intend to achieve the following outcomes over the next three years:

- Identification and removal of any adverse impact on equality of our functions and policies.
- A workforce that represents the public we serve.
- Employee awareness of race, gender and disability issues.
- Increased satisfaction with the delivery of our functions across all groups
- Carry out a Pay Review to achieve pay equality
- And through all the above, a higher performing organisation, which gains more from the skills and experience of its diverse workforce.

2.3 Putting the Equality Scheme into Practice

OGC's action plan and a timetable for putting the Equality Scheme into practice can be found at Annex A. The work described in the action plan will be built into Directorate and individual work plans for the period 2007/08 and beyond. The Diversity Consultant will provide advice and support on the day-to-day implementation of the scheme. The OGC Diversity Champion and the Diversity Steering Group will have an active role in promoting the aims of the Scheme across all business areas.

2.4 Accountability

The Chief Executive and the OGC Board are accountable at the strategic level for implementation of the OGC's Equality Scheme. On a day-to-day basis, each Director is responsible for putting into practice the requirements of the Scheme in their business area. There is also a responsibility on all OGC staff to understand the relevance of the Equality Scheme to their business areas and implement its requirements in the course of their own duties.

2.5 Complaints

Employees wishing to complain about the OGC failing to meet its duties under the equality legislation can do so by raising the matter with their line manager, the Diversity Champion, Human Resources (for employment issues), or the Diversity Consultant (for policy issues).

Members of the public may make complaints by contacting the Diversity Consultant. The contact point is:

OGC

Diversity Consultant
Trevelyan House
26-30 Great Peter Street
London
SW1P 2BY
Telephone: 0207 721 1354 or 07768 325 823
Email: Naseer.ahmad@OGC.gsi.gov.uk

2.6 Reviewing the Equality Scheme

The current equality Scheme reflects the position immediately following the announcement of the results of the OGC Review (early 2007). Once the Review has been fully implemented, the Equality Scheme will be revised to reflect the change that has taken place. The Diversity Champion and Board will be responsible for review of the Scheme. Future review of the Scheme will incorporate wider diversity strands of age, faith and sexual orientation.

2.7 Reporting the Results of the Equality Scheme

The OGC will produce an annual progress report, highlighting the results of monitoring of employment policies and procedures. This will also include results in terms of monitoring race, disability and gender, and provide an overview of progress against the Action Plan as required by the equality legislation.

Section 3: - General and Specific Duties

3.1 The General Duty

Current legislation requires the OGC, along with all other Government Departments and public authorities, to meet a 'general duty' or standard. The general duties in respect of each of three areas are stated below.

- a) The Race Relations (Amendment) Act 2000 requires us to have due regard to the need to:
 - eliminate unlawful racial discrimination
 - promote equality of opportunity regardless of race
 - promote good race relations between people from different backgrounds.

- b) The Disability Discrimination Act requires us to have due regard for the need to:
 - promote equality of opportunity between people with a disability and other people
 - eliminate discrimination that is unlawful under the Act
 - eliminate harassment of a person with a disability where the harassment is related to their disabilities
 - promote positive attitudes towards people with a disability
 - encourage participation by people with a disability in public life; and
 - take steps to take account of a person's disabilities, even where that involves treating them more favourably than other people.

- c) The Equality Act 2006 amends the Sex Discrimination Act to place a statutory duty on all public authorities, when carrying out their functions, to have due regard to the need to:
 - eliminate unlawful gender discrimination
 - promote equality of opportunity between men and women
 - eliminate sexual harassment.

This will come into effect on 6 April 2007.

In order to help the OGC to meet this 'general duty', to demonstrate its commitment, and measure its success, there are a number of specific duties it must adhere to. Whilst the Specific Duties are more stringent for Race, OGC will adopt these for Disability and Gender as well, to demonstrate its commitment to all equality issues.

3.2 The Specific Duty

The Specific Duties

Under the Specific Duties the OGC is required to publish an Equality Scheme. The Scheme sets out the arrangements the OGC has in place to:

- assess and consult on the likely impact of proposed OGC policies on the promotion of disability, gender and race equality.
- monitor OGC's policies to ensure there is no adverse impact on the promotion of race, gender and disability equality.
- publish the results of such assessments and consultation.
- ensure public access to information and services which OGC provides.

- train OGC staff in the duties arising from the equality legislation

The specific duties imposed covering employment issues are set out at Section 5 of the Scheme.

Section 4: - Assessment, Monitoring and Results

4.1 Assessing and Consulting on Proposed Policies

OGC will put measures in place for policy assessment to determine the likely impact they may have on race, gender or disability. This assessment will be made at an early stage, before the policies are adopted.

Wherever appropriate OGC will identify and involve stakeholders at an early stage of policy development, particularly where a proposed policy is likely to have a significant impact on a particular group. If, during this assessment and consultation process, we find that the proposed policies could impact unfavourably on people on the grounds of race, gender or disability, we will review and revise them wherever possible. Where such revision is not possible we will take all reasonable steps to reduce the impact of the policy to a level, which does not discriminate. New policies are subject to Public Consultation in accordance with Cabinet Office guidance, for a minimum of 12 weeks.

4.2 Identification of Functions and Policies for the Equality Scheme.

The Equality Scheme follows a two-stage process to identify functions and policies relevant to the duties to promote race, gender and disability equality.

This consists of:

1. Identifying all of OGC functions and policies to establish whether they are relevant to the 'General Duty' and then,
2. Producing an Action Plan which identifies tasks currently being undertaken by OGC, which meet the Specific Duties arising from the equality legislation.

The Action Plan was developed through consultation with stakeholders, by establishing the relevance of their functions and policies in relation to the General and Specific Duties, and setting a time frame for completion of those tasks identified.

4.3 Equality Impact Assessments for the Equality Scheme

Equality Impact Assessments (EIAs) will be carried out on all new and existing functions and policies to ensure there is no adverse disability, gender or race impact. Policy makers will be expected to look across the broad spectrum of equality strands, including age, faith and sexual orientation. All policy submissions to the Board for approval will include the results of an EIA. A training course on completing an EIA, and raising awareness of the requirement to complete an assessment will be provided to managers. The Diversity Consultant will also provide assistance in completing an EIA .

OGC is developing an Impact Assessment Toolkit to make the process of equality impact assessing easier to understand and implement for staff. It will be a general problem solving toolkit that can be used to carry out impact assessments for all equality strands. Impact assessments must be undertaken in relation to race, disability and gender in order to meet current and future legislative requirements. The process for demonstrating whether current or proposed functions, policies or services have an adverse equality impact is outlined on the Impact Assessment flow chart below.

4.4 The Equality Scheme Consultation Process

OGC will make sure that consultation on all relevant policies is thorough and targeted at all appropriate parties. OGC will ensure that all consultation exercises carried out will be accessible, proportionate and appropriate.

The consultation methods used may include:

- Hosting meetings with relevant groups and individuals
- Sending copies of proposals to targeted consultees.
- Appointing advisory committees on specific issues
- Focus groups
- Surveys
- Consulting via the website

4.5 Publishing the Results of the Equality Scheme

OGC will publish the Equality Scheme both electronically and as a hard copy. The Scheme will be available, on request, in different formats, for example large print, audio etc. However, the primary source of information will be the OGC website.

4.6 Embedding Diversity into the Business

OGC has provided training to Board Members and the rest of Directors to raise their awareness of equality and diversity issues. Training on Diversity issues is due to be cascaded to all staff in the OGC over the first half of 2007.

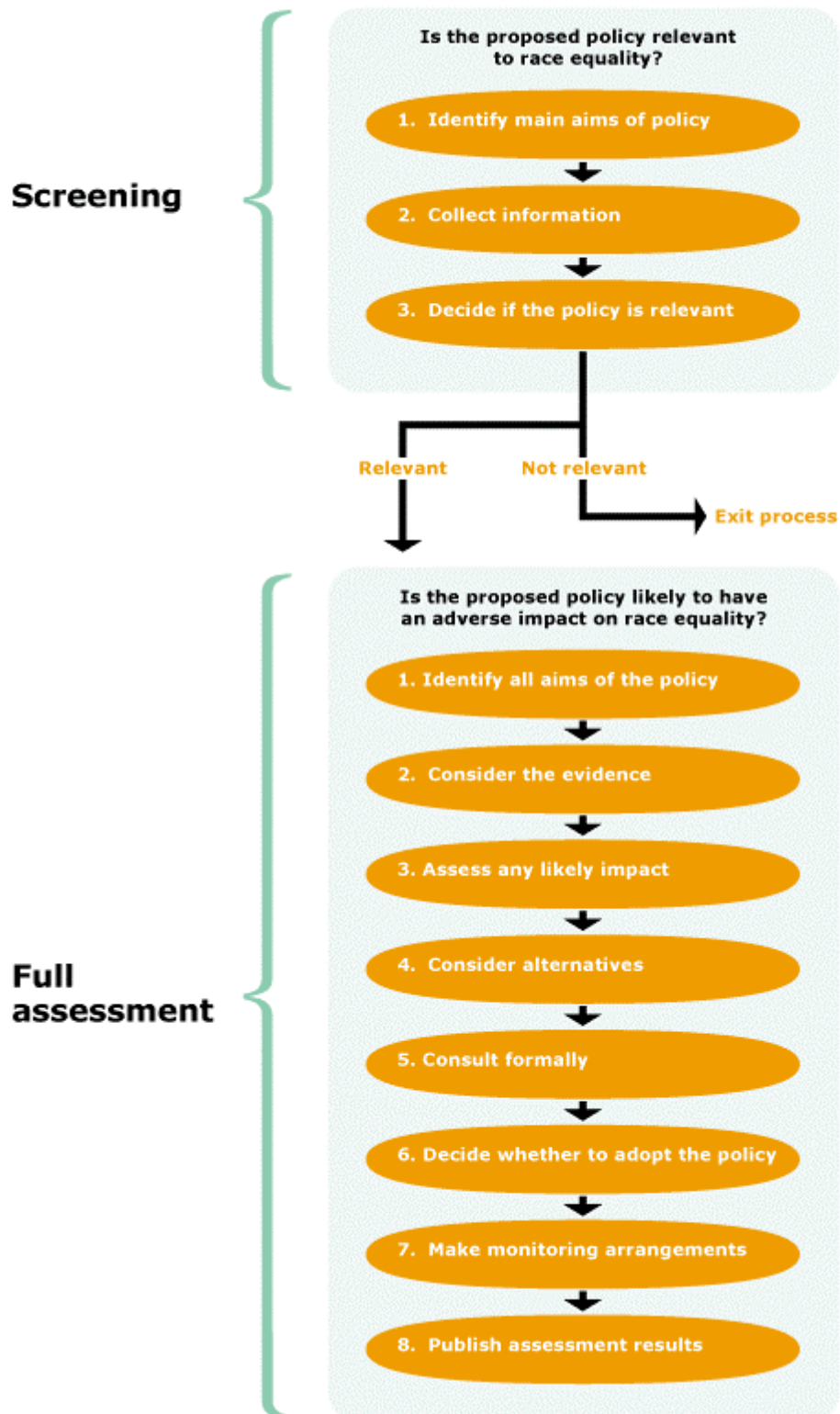
All managers are required to have diversity as regular agenda item on their team meetings and identify specific issues to discuss and action. Equality and diversity issues are also actively promoted by the Diversity Steering Group that has been established as a sub group of the Board. This Group has undertaken some highly valuable projects and made recommendations for action. The Group is chaired by the Diversity Champion who actively leads on diversity issues and represents the diversity agenda at the Board.

An Equality Impact Assessment was conducted of the OGC Review. Several areas were highlight where potential adverse impact could arise and ways of mitigating them were recommended. Most of these were in the Selection and mapping processes. A detailed action plan for implementing those recommendations was agreed by the Board Members and incorporated in the Review implementation process.

4.7 Equality Impact Assessment

Although taken from the Commission for Race Equality document, the chart below equally applies to disability and gender, as well as race.

Flowchart: The impact assessment process



The flowchart explained

Process for a full impact assessment

1. Identifying the aims of your policy and how it will work

Good policies have clear, achievable aims, and they are workable. You can ask the following questions of any new policy proposal.

- What is the purpose of the policy?
- Who is affected by it?
- Who is the policy intended to benefit, and how?
- How will we put policy into practice, and who will be responsible for it?
- How does the policy fit into our wider aims?
- How does the policy relate to the department's other policies in this area?

2. Examining the data and research available

The next step is to ask what kind of information you will need to estimate the impact your policy is likely to have on different groups, and where you should look for the information. You may need both quantitative and qualitative data, which could be available from existing databases and research, or collected as fresh data. You might consider sharing information that is already in the public domain with the people who are likely to be affected by your policy. They will then be able to understand better the basis for your decisions.

3. Assessing the likely impact on equality

You can now use the information you have gathered and analysed to decide whether your policy proposal could affect different groups differently, and whether any differences amount to adverse impact or unlawful discrimination. Adverse impact means significant differences in patterns of representation or outcomes between groups. Adverse impact may not in itself be proof of discrimination, one way or the other. What it means is that you need to investigate the processes that have resulted in adverse impact and tackle any barriers or failings you find.

The following questions may help you to assess the impact of your policy.

- Does the quantitative data show differences between any groups?
- Does the qualitative data show differences between any groups?
- Do the differences between different groups amount to adverse impact, and for which groups?
- Could the policy be directly or indirectly discriminatory?
- If the policy could be indirectly discriminatory, could it still be justifiable under the equality legislation?

4. Considering other ways of achieving the same policy goals

This is a crucial stage in assessing impact. If your assessment shows that your policy is likely to have an adverse impact on some groups, you need to consider ways of dealing with this. You could make changes to the policy, or the way you plan to operate it, to remove or reduce adverse impact. You could also consider a different policy altogether, which still achieves the aims of your original policy, but avoids any adverse impact on equality.

5. Consulting people who are likely to be affected by the policy

As part of your equality scheme, you must set out your arrangements for consulting the people who are likely to be affected by your policy proposals. Consultation is a key stage in carrying out an equality impact assessment and you should consider building it into your development and planning processes.

6. Deciding whether to introduce the policy

You should now be ready to decide whether to adopt your policy, based on four important factors:

- the aims of the policy;
- the results of your equality impact assessment;
- the relative merits of other policies; and
- the results of your consultation.

If you decide to adopt the policy, you must satisfy yourself that it is not likely to have an adverse impact on any groups.

7. Making arrangements to monitor and review the policy and its impact

To meet the duty, you will need to make arrangements to monitor the policy regularly. You could probably do this as part of your normal arrangements for monitoring all policies. You should not therefore consider the impact assessment as a one-off exercise. As you will only know the actual impact of your proposed policy when you have put it into practice, you should plan a follow-up assessment.

8. Publishing the results of the assessment

Under the duty, you must publish the results of the assessments, consultations and monitoring you carry out to meet the duty and make these available to the public. These could be published on the OGC web site.

Section 5: – Meeting Specific Employment Duties

5.1 Employment outcomes

The OGC is committed to achieving the following employment outcomes:

- A workforce at all levels reflects the diversity of population we serve.
- All candidates for employment receive equal consideration and treatment and are not discriminated against during recruitment and selection.
- The OGC monitors and reviews its workforce profile of current and new employees to identify any under representation of black and ethnic minorities, women and disabled people and implements appropriate action required to achieve its workforce targets.
- The OGC provides a work environment that is free of any kind of harassment and discrimination, and regularly consults with employees on all aspects of equality and diversity work. It ensures that effective procedures are followed in response to any harassment or discrimination of employees should it occur.

5.2 Employment Monitoring

Equality legislation requires employers to provide equality of opportunity in employment for all. Doing so helps:

- to ensure that people's talents are used to the full;
- to ensure that selection decisions and personnel policies are based on objective criteria;
- to avoid unlawful discrimination in employment; and
- employers become attractive to the diverse range of talent in the community.

The RR(A)A imposes a number of specific duties in relation to monitoring employment processes and procedures. It requires OGC to put systems in place for monitoring HR practices and procedures. The data captured should cover all aspects of employment required under the RR(A)A.

The OGC will have in place arrangements for fulfilling monitoring of the following aspects of employment by reference to race, gender and disability:

- Workforce
- Applicants - at application, shortlist and appointment stages of recruitment
- Applicants for training
- Those receiving training
- Employees receiving an appraisal
- Applicants for promotion
- Employees involved in formal grievances
- Those subject to disciplinary complaints
- Those leaving employment

The results of monitoring will be published on an annual basis.

5.3 Meeting Our Employment Obligations Under The General Duty To Promote Equality

In line with the General Duties, the OGC is committed under this Scheme to tackling the employment challenges thrown up by diversity monitoring. In particular, we will:

- i. improve diversity monitoring by aiming to achieve at least 95% coverage of staff in post by Dec. 2007
- ii. work to improve under-representation of ethnic minorities and disabled people in the workforce by ensuring that:
 - a) recruitment panels (sifts, interviews and appointment decisions) consist of staff with up to date diversity training and include someone from a diversity minority group as a panel member ;
 - b) where significant disparities in the outcome of major trawls for posts, between ethnic minorities, disabled people and other applicants is identified we will investigate and seek confirmation from the Panel Chair that fair and open competition procedures were employed. The results of any investigation will be reported to the Director of HR;
 - c) recruitment exercises carried out through third parties also meet the commitments at a) and b) above;
- iii. work to improve under-representation of women at senior positions.
- iv. work to tackle any identified disparities in the overall pattern of performance assessments of the diversity target groups in the OGC's workforce.
- v. work to tackle any identified disparities in retention rates for ethnic minorities by continuing to develop a work environment and culture that is inclusive and welcoming to all.
- vi. implement full diversity monitoring of applicants for, and recipients of, formal training by Mar 2008.
- vii. support staff networks for the diversity target groups.

6. Conclusion

The OGC Equality Scheme is a living document. It will reflect consultation with and feedback from our partners, stakeholders and staff. The OGC is moving forward on equality and diversity issues. We recognise, however, that we still have a long way to go. Our aim is to achieve best practice and to develop and implement policies and programmes that truly match the needs of our customers and the different communities we serve.

7. How to Respond

If you wish to comment on our Equality Scheme, please send your response to:

Email: Naseer.ahmad@OGC.gsi.gov.uk. Alternatively, if you do not have access to email please send your response by post to the following address:

Equality Scheme
Diversity Consultant
Office of Government Commence
Trevelyan House
26-30 Great Peter Street
London, SW1P2B

Annex A

TIMETABLE FOR FULL EQUALITY IMPACT ASSESSMENT OF FUNCTIONS AND POLICIES

(This timetable is subject to ongoing review and change)

Year 1 (2007/08)		Year 2 (2008/09)		Year 3 (2009/10)	
Function or Policy	Responsible Officer	Function or Policy	Responsible Officer	Function or Policy	Responsible Officer
Government Relocation	Director Government Relocation and Asset Management (GRAM)	Government Property Asset Management	Director GRAM	Coordination of the Government Civil Estate	Director GRAM
Commodity Change Agent	Head of Coordinated Procurement	Supporting Departmental Procurement Progress	Director Procurement Efficiency Division	Electronic Property Information Mapping Services (e-PIMS)	Director GRAM
Domestic policy and best practice- Best Practice	Director of Policy/Best Practice	EU/international procurement developments and application	Director of Policy/Best Practice	Government Property Benchmarking	Director GRAM
Management of Policy Practice and Performance – overall direction provision	Director of Policy Practice and Performance	Domestic policy and best practice- Policy	Director of Policy/Best Practice	Monitoring Progress of Gershon Procurement Efficiency Forecasts	Procurement Programme Director
Creation of a ‘pool’ of reviewers able to complete stocktakes and formation of actual review teams	Procurement Capacity Stocktakes Programme Manager	Managing and promoting OGC best practice products	Director of Policy/Best Practice	Reporting Progress to Prime Minister and the Chancellor	Procurement Programme Director

Year 1 (2007/08)		Year 2 (2008/09)		Year 3 (2009/10)	
Human Resources – OGCBuying Solutions: Recruitment, Training, Remuneration, Performance Management, Employee Support and Staff Handbook.	Director of Corporate Services - OGCBuying Solutions	Arranging & Managing High/Medium Risk Gateway Reviews or CCG	Director Better Projects Managed Services	Challenging Departmental Procurement Progress	Director Procurement Efficiency Division
Staff Training and development	All Directors	Recruitment of civil servant Gateway Reviewers	Director Better Projects Managed Services	Develop and Implement Departmental Procurement Capacity Stocktakes (PCS)	PCS Programme Manager
Deputy Chief Executive Role	Chief Executive supported by Deputy Chief Executive (DCE)	Human Resources- OGCBuying Solutions: Health & Safety, Travel & Subsistence	Director of Corporate Services - OGCBuying Solutions	To carry out departmental stocktakes, agreeing action plans and subsequently supporting departments	PCS Programme Manager
Principal Finance Officer/Senior Finance Officer	DEC/Finance Director	OGCbuying Solution- Finance	Director of Corporate Services - OGCBuying Solution	Development of executive support services in departments	Director Mission Critical Engagement
Chair of IIB role	DEC/Programme Office	OGCbuying Solution- Marketing	Director of Customer Relations	WPS authorisation	Director of Better Projects Workstream
Recruitment of SACS Gateway Reviewers	Director Better Projects Managed Services	OGCbuying Solution- Procurement	Director of Procurement	OGCbuying Solution- IT	Director of Corporate Services - OGCBuying Solution
Outsourcing/ Partnering	Director of Better Projects	Executive Director for Access to Skills and	DEC/ASK Directors	Engagement with MC projects and key	Director Mission

Year 1 (2007/08)		Year 2 (2008/09)		Year 3 (2009/10)	
	Workstream	Knowledge (ASK)		Programmes	Critical Engagement
OGC Human Resources – all recruitment and employment functions and policies	Director HR/Functional Directors				

