

Appendix 1: Equality Employment Programme and WRES related workstreams

Appendix to the WRES template report and action plan

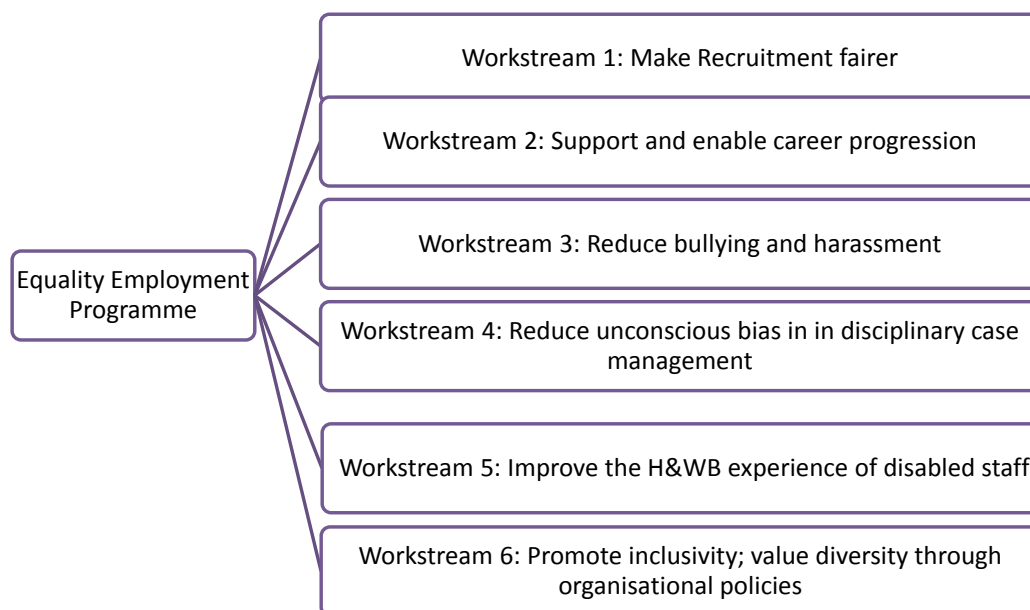
The Trust will continue to implement its Equality Employment Programme (EEP) which addresses our strategic equality objectives for 2016-2020, the WRES objectives and the EDS2 employment objectives. EEP is aimed at making recruitment fairer; supporting and enabling career progression; reducing bullying and harassment; reducing unconscious bias in disciplinary case management; improving the health and wellbeing experience of disabled staff; and promoting inclusivity and valuing diversity.

We will implement the Making it Right pilot (a key delivery mechanism for the EEP) from October through to December 2017. Making it Right is an internal development centre for BAME staff, which is aimed at: developing participants' mind-set, know-how and skills, enabling them to: communicate in a range of professional settings; compete effectively for jobs; and feel empowered to conduct themselves constructively when faced with discrimination or conflict at work.

Also through the EEP, in the last 12 months, the Trust has introduced, piloted or are scheduled to pilot the following:

1. Training our trainers (delivering statutory, mandatory and management programmes) and 300 managers in how to recognise and avoid unconscious bias. This will continue.
2. Including BAME representation in the shortlisting and interviews for all posts Band 7 and above. A pilot will be run from October - December 2017.
3. Running an Enhanced Application and Interview Skills Workshop. This was developed and satisfactorily tested in July 2017. The workshop will be one of the four workshops in the Making it Right internal development centre being piloted in Quarter 3.
4. Introducing involvement of a senior BAME manager to observe the fairness of the HR case management process involving a BAME member of staff. To be piloted from October to December 2017.
5. Mediation in employee relations issues: the BAME staff network are working with the Equality HR Manager and HR Team to develop the process and protocols for using mediation to resolve employee relations issues and avoid formal HR case management.
6. Mediation and Investigation Officer training for BAME Staff Network members. Once trained the Network can nominate individuals to mediate or scrutinise the investigation process involving BAME staff for fairness.
7. Currently user testing a new system for staff to apply for continuous professional development (CPD), which is seen as key to personal and career development. The system will allow us to monitor the protected characteristics of applicants, those shortlisted by their managers for CPD and those who are successful in having their application approved by the Learning and Development teams.

The equality employment programme: six workstreams to achieve objectives under Equality Strategy, WRES and ESD2



Workstream 1: Make recruitment practices fairer	
<p><u>Objectives addressed by workstream</u></p> <ul style="list-style-type: none"> - Equality Strategy objectives Increased representation of BME staff in Bands 7 and Bands 8A to 8D, aiming for 20% representation at each of these grades, as this mirrors the Berkshire population - No difference in perceptions of equal opportunity in career progression between white and BME staff (as measured by our annual staff survey). - WRES Action Plan objectives: Improve: <ul style="list-style-type: none"> i) Indicator 2 (Likelihood of BME staff being appointed from shortlisting) ii) Indicator 7: Percentage believing that trust provides equal opportunities for career progression/ promotion. iii) Indicator 8: Percentage of staff who In the last 12 months have personally experienced discrimination at work from their Manager/team leader or other colleagues - EDS2 Action plan objectives: Reduce the risk of unconscious bias in recruitment decisions; audit impact on BME applicants 	<p>Task 1 a- Train BME staff network in interviewing skills and unconscious bias. Network member will act as a guardian of a fair process by participating in shortlisting and interviewing processes</p> <p>Task 1b - Amend Recruitment process so that HR will alert the BME staff network of band 7-9 job vacancies and request participation in the recruitment process.</p> <p>Task 2 – Ensure job adverts and website clearly welcome applications from BME people</p> <p>Task 3 - HR to monitor recruiting panels and ensure that panel has had training in unconscious bias or anti discriminatory interviewing techniques .</p> <p>Task 4 - Accountability – Recruitment Admin. to monitor and inform COO / CEO of interviewing panels that did not appoint a BME candidate to a Band 7 to 9 post; and provide Chair’s contact details</p> <p>Task 5 - In collaboration with PALS , recruiting panel chair and HR to ensure that service user is on recruiting panel as an observer .</p>

Workstream 2: Support and enable career progression

Objectives addressed by workstream

- Equality Strategy objectives

No difference in perceptions of equal opportunity in career progression between white and BME staff (as measured by our annual staff survey).

- WRES Action Plan:

Improve Indicator 4: Relative likelihood of staff accessing non-mandatory training and CPD.)

- EDS2 Action plans:

Training and development opportunities are taken up and positively evaluated by all staff

Task 1 – Training and OD to devise training packages in interviewing skills and application writing , these trainings to be offered centrally and via the BME staff network..

Task 2 – Training and OD to develop coaching and mentoring training to enable colleagues and BME Staff Network members to act as internal coaches and mentors.

Task 3 - Career development / progression plans to be made an integral part of appraisal, all staff to have a clear progression plan, these to be audited by Training and OD randomly for quality

Task 4 - Managers to consider putting adverts out internally as secondments or acting up posts within to promote career progression and experience internally .

Task 5 - Launch the completed online and L&D systems for monitoring training requests (para 1; para 3; Figure 1) and manage the information this provides. Develop TNA based on personal development and Trust needs free from unconscious bias

Workstream 3: Reduce bullying and harassment

Objectives addressed by workstream

- Equality Strategy objectives

A reduction of harassment and bullying as reported in the annual staff survey, in particular by BME staff.

- WRES Action Plan:

Improve Indicator 6: Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months

- EDS2 Action plans:

Training and development opportunities are taken up and positively evaluated by all staff

Task 1 – HR Operations to review exit interview and report regularly into Diversity Steering Group on reasons for staff leaving , highlighting numbers of leaving due to harassment or bullying.

Task 2 – Training and OD to review Investigator training and amend as necessary to bring good focus on Equality and Diversity issues and remove unconscious bias

Task 3 – Ensure list of Investigating Officers (IO) is representative of the BME population in the BHFT workforce; have secondary list of available BME Staff Network volunteers to assist IO and Commissioning Managers (CM) and HR Panels

Task 4 – Create a neutral anti bullying officer role. The role will provide a safe space for staff to go to initially, consider option of training investigating officers in mediation , so that this option is considered before formal proceedings

Task 5 - BME staff to have option of approaching the BME staff network in the first instance , network and locality director then go and address issue , with aim of resolving it informally

Workstream 4: Reduce unconscious bias in in disciplinary practices

Objectives addressed by workstream

WRES Action Plan: Improve Indicator 3: Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation

Task 1 – introduce explicit step in the application of the formal case management process for disciplinary and performance management cases for Commissioning Manager to review and decide need for participation of BME staff network as observers of the process.

Task 2 – Training and OD to review HR Management and Investigator training and amend as necessary to bring good focus on Equality and Diversity issues and remove unconscious bias

Task 3 – Ensure list of Investigating Officers (IO) is representative of the BME population in the BHFT workforce; have secondary list of available BME Staff Network volunteers to assist IO and Commissioning Managers (CM) and HR Panels

Task 4 – Audit a sample of cases