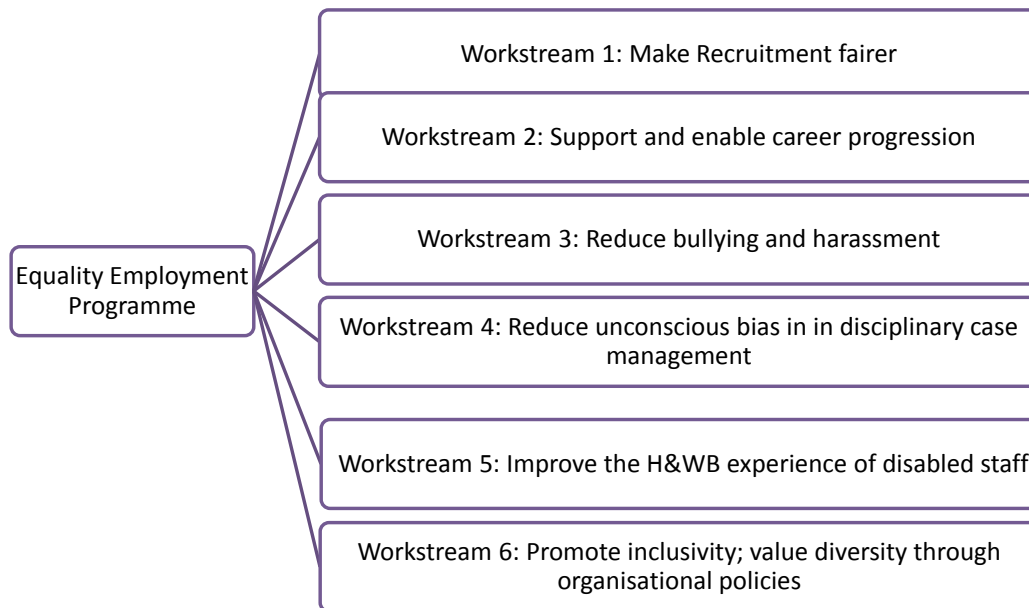


Equality Employment Programme, WRES related work-streams and progress report 2018

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



WORKSTREAM 1 – MAKE RECRUITMENT FACTORS FAIRER				
	Action	Implementation/Progress	Dates	Priority Actions
1a	Train BME Staff Network in Interviewing Skills and Unconscious Bias (UB). Network Members act as a guardian of fair process by participating in shortlisting and interviewing processes	20 BME Network staff VBR and Unconscious Bias (UB) trained. Next step is to develop fair process and communication strategy and launch October - Children Services	On-going	UB training augmented with specific module on interrupting Bias in Recruitment
1b	Amend Recruitment so that HR will alert BME staff Network of Bad 7-9 job vacancies and request participation in the recruitment process	Process in place to alert BME Network.	On-going	BME HR Specialist trained and given protected time to participate in recruitment panels
2	Ensure job adverts and website clearly welcome applications from BME members of the public	Review action and work with HR and Marcomms to look at process and communication plan.	Feb 2019	Implement a comprehensive media campaign highlighting Inclusion as central to Trust values
3	HR to monitor recruiting panels and ensure that panel are trained in unconscious bias or	Action partly met - see 1a above	Feb 2019	UB training for panels to include augmented modules in Interrupting

	anti-discriminatory interviewing techniques			bias in Recruitment
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	Action to be reviewed. Further consultation needed with key stakeholders.	Mar 2019	Review/evaluation to determine next steps including decision on Task 5 (involvement of Service User)
5	In collaboration with PALS, recruitment panel chair and HR to ensure that service users is on recruiting panel as an observer	Action to be reviewed. Further consultation needed with key stakeholders.	Mar 2019	
2	WORKSTREAM 2 – SUPPORT AND ENABLE CAREER PROGRESSION			
1	Training and OD to devise packages in interviewing skills and application writing, these training to be offered centrally and via the BME staff network	MIR Pilot devised packages of interviewing skills and application writing. The packages are being rolled out to BME staff centrally. So far in excess of 30 staff has been through the programme and a further 75 are targeted by year end 2018/19.	On-going	MIR is beginning to show some results and should be extended beyond 2020 to give proper time for its impact to be felt
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	BHFT standard mentoring programme has been supplemented by a customised cultural competence mentoring module. This is being rolled out to all mentors. There is healthy representation of BME staff in cohort receiving this training.	On-going	A bespoke MIR mentoring programme is being implemented Trust-wide that provides on-going development for mentors and online networking and learning materials
3	Career development progression plans to be made an integral part of appraisal, all staff to have clear progression plans these to be audited by Training and OD randomly for quality	MIR is reaching out to managers to encourage 'Rich Conversations' which take in broader view of career development within the appraisal process	On-going	Managers trained to have rich conversation and utilise appraisals and 360 Feedback to advance BME development
4	Managers to consider placing adverts internally as secondments or acting up posts arise to promote fair access to career progression.	Steps have been taken to ensure secondments and acting up made more transparent and fair. MIR encourages managers to offer secondments and acting up positions to BME staff. These messages should be reinforced by the CEO and senior leaders. A methodology for using TRAC to manage all secondments and acting up posts in under	Jan-19 Pilot TRAC to manage all secondments Mar-19 Evaluate, and roll-out across trust	Eliminate all practices that may unwittingly act as a barrier to BME accessing development opportunities

		consideration.		
5	Launch the completed online and L&D systems for monitoring training requests and manage the information this provides. Develop TNA based on personal development and Trust needs free from unconscious bias.	Online application launched and independent selection process in place	On-going	
3	WORKSTREAM 3 – REDUCE BULLYING & HARASSMENT			
1	HR Operation to review and report regularly into Diversity Steering group on reasons for staff leaving, highlighting numbers of leaving due to harassment of bullying.	Action not met - Implement a half yearly mandatory reporting process	Jan 2019	Develop action plan to address concerns from reports
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.	Action not met - Investigator training under review with a view to amend	Mar 2019	Consult with relevant stakeholder to design appropriate Investigators Training and produce a mandatory suite of training which equips them to undertake their roles fairly
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 management (CM) and HR Panel.	Depending on outcome of action 2 - ascertain current percentage of IOs that are BME Train 30 BME staff to become Investigating officers	Mar 2019	BME Network HR Advisors resourced with protected time to deliver these roles effectively
4	Create a neutral anti-bullying officer role. The role will provide a safe space for staff to go initially, consider option of training investigating officers in mediation, so that this options in considered before formal proceedings.	Action not met - review anti-bullying officer role with intention of developing good practice. Mediation and the HR case management scrutinising role / training is the first alternative step. Mediation training has been piloted with the BME Network members and HR Advisors. The programme is being fine-tuned into a fully-fledged workplace mediation scheme with 20 trained Mediators in place by 2019.	June 2019	Dependent on outcome of stakeholder consultation BME, Purple and LGBT Networks HR Advisor Roles established and training given to carry out the role. Protected time given for HR Advisors to undertake role
5	BME staff to have option of	Action to be reviewed.	March 2019	Protected time and

	approaching the BME staff network in the first instance. Network and locality Director then to address the issue, with the aim of resolving it informally.	Consideration for adopting a modify RCN Cultural Ambassador programme. Discussion has taken place with the BME Network and consideration is being given to the resourcing of Network involvement.		training given to BME HR Advisors to achieve this objective.
4	WORKSTREAM 4 – REDUCE UNCONSCIOUS BIAS IN DISCIPLINARY PRACTICES			
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.	Action amended to include MIR (Making It Safe) module that equip staff to manage disciplinary and grievances	On-going	All recruiters given mandatory recruitment specific UB training
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	Action amended to include MIR (Making It Safe) module that equip staff to manage disciplinary and grievances	On-going	
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.	Action to be reviewed. Consideration for adopting a modify RCN Cultural Ambassador programme. Discussion has taken place with the BME Network and consideration is being given to the resourcing of Network involvement.	June 2019	BME Staff members trained to be Cultural Ambassadors
4	Audit a sample of cases	Audit profiled for 1 st quarter 2019	Jan 2019	
5				
1	Raise awareness and educate on equality issues - cross-cutting support for all EEP work-streams.	Develop webinars and communication strategy to raise awareness. All managers to receive webinar training on reasonable adjustment and staff wellbeing. Consultation undergoing with stakeholders in developing MIR programme for Purple and	Jan 2019 Commence in Jan 2019 and continue September 2019	

		LGBT Networks		
2	Raise manager's awareness of the requirement of the Equality Act 2010 and good practice.	Develop webinars and communication strategy to raise awareness. All managers to receive webinar training	Jan 2019 Commence in Jan 2019	