LEADING FOR DIVERSITY

Hong-Anh Nguyen
The King’s Fund

Natasha Howard
North East London NHS Foundation Trust
Gender in England’s working population

47%

Gender in the NHS
NHS Employers
Gender in the NHS workforce

77%

Gender in the NHS
NHS Employers
Senior female leadership in the NHS

Gender in the NHS
NHS Employers
UK BME working population

14%

Ethnicity in the NHS
NHS Employers
20% of the NHS BME working population is not represented.

Ethnicity in the NHS
NHS Employers
A model employer: increasing black and minority ethnic representation at senior levels across the NHS

NHS England

https://www.england.nhs.uk/publication/a-model-employer
A model employer: increasing black and minority ethnic representation at senior levels across the NHS
NHS England
https://www.england.nhs.uk/publication/a-model-employer
DISCRIMINATION IN THE NHS

15% of BME staff report discrimination in the last 12 months

6.6% of white staff report discrimination in the last 12 months

NHS Workforce Race Equality Standard data report for 2018
NHS England
BME staff are 1.24x more likely to enter the formal disciplinary process.

NHS Workforce Race Equality Standard data report for 2018
NHS England
WHAT CAN ORGANISATIONS DO?

NELFT

NHS Foundation Trust
NELFT: CONTEXT

Mental health & community health trust

4 London Boroughs, Essex, Kent & Barnet - diverse populations

Over 6000 staff based at over 200 locations

37.8% of workforce is BME

In 2013

- 0% of BME staff at Bands 8c, 9 or Board level
- Disproportionate amounts of bullying, harassment and disciplinary processes
JOHN BROUDE &
WELLINGTON
MAKALA

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NELFT: INCLUSIVE LEADERSHIP IN ACTION

Formal Ethnic Minority Network (EMN) Strategy
Bimonthly EMN staff network meetings & monthly EMN ambassadors meetings
Mentoring & coaching scheme including reverse mentoring
Improved management of performance issues
EMN representation on interview panels for posts at band 8a and above
Bullying and harassment e-learning
Other staff networks – LGBT, Disability, Dyslexia & SpLD, Women's
NELFT was the first Trust to go "green" for all 9 Workforce Race Equality Standards (WRES) indicators.
**NELFT: OUTCOMES**

% of BME Staff in Bands 8 – 9 compared with the % of BME (Black and minority ethnicity) staff in the overall workforce (BME Staff 37.8%  White Staff 60.1%)

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<tbody>
<tr>
<td><strong>BME Staff</strong></td>
<td>18.4%</td>
<td>19.4%</td>
<td>25.6%</td>
<td>39.2%</td>
<td>29.3%</td>
<td>27%</td>
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<tr>
<td><strong>White Staff</strong></td>
<td>81.5%</td>
<td>83.6%</td>
<td>74.4%</td>
<td>60.8%</td>
<td>70.7%</td>
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NELFT: OUTCOMES

% believing that trust provides equal opportunities for career progression or promotion

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<tbody>
<tr>
<td>BME Staff</td>
<td>37.8%</td>
<td>71%</td>
<td>74%</td>
<td>81%</td>
<td>77%</td>
</tr>
<tr>
<td>White Staff</td>
<td>56.7%</td>
<td>87%</td>
<td>87%</td>
<td>86%</td>
<td>89%</td>
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% who personally experienced discrimination at work from manager or team leader in the last 12 months

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<tbody>
<tr>
<td>BME Staff</td>
<td>24.3%</td>
<td>16%</td>
<td>15%</td>
<td>10.6%</td>
<td>10%</td>
</tr>
<tr>
<td>White Staff</td>
<td>3%</td>
<td>9%</td>
<td>7%</td>
<td>4.6%</td>
<td>6%</td>
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NELFT: FUTURE PRIORITIES

Trends report on disciplinary and grievance cases
Exploring reasons for high % of BME staff entering a formal disciplinary process
Review management of internal secondments, acting up and interim positions
Development of an internal training programme for Bands 5, 6 & 7 BME staff.
Workshops and training on bullying and harassment.
EMN representation on interview panels for posts at band 7 and above
UK BME working population

14%

Ethnicity in the NHS
NHS Employers
BME library & information workforce

Workforce mapping 2015
CILIP and ARA
Gender in the LIS workforce

77%

Workforce mapping 2015
CILIP and ARA
Female leadership in LIS

6%

Workforce mapping 2015
CILIP and ARA
Gender pay gap

8.3% gender pay gap in libraries

8.6% gender pay gap in the UK

Gender pay gap explorer
Office for National Statistics

Gender pay gap in the UK 2018
Office for National Statistics
WHAT CAN SERVICES DO?
WHAT ARE YOU RESPONSIBLE FOR?

Job description
Past Information Services Manager
Grade 5
Hours 35 hours per week
Accountable to Head of Information Services

The King’s Fund is an independent charity working to improve health and care in England. We help to shape policy and practice through research and analysis, develop individuals, teams and organisations; promote understanding of the health and social care system; and bring people together to learn, share knowledge and debate. Our mission is that the best possible health and care is available to all.

Our values
We expect everyone to demonstrate an understanding of and to apply our workplace values.

Our vision, mission and values can be seen at: http://www.kingsfund.org.uk/about-

Job purpose
To play a key role in delivering the Fund’s information and knowledge services by managing the Information Centre and the enquiry service, leading the development of current intelligence and ensuring the Fund’s information products and services.

Main responsibilities
- Manages the Information Centre, ensuring it operates effectively and meets customer needs, and oversees the delivery of a high-quality enquiry service.
- Leads the development of digital information products and manages current awareness for the organisation.
- Supports the Information Centre in identifying income-generating opportunities, preparing proposals and meeting with clients.
- Provides support and training to colleagues.
- Line management responsibility for two members of staff.
- Contributes to the work of the 365 team by participating when required in content selection, cataloguing and data integrity activities for the library databases, and undertaking literature searches for internal and external clients.

Management of people and resources
- Effectively manages people by building high-quality working relationships and providing a culture of support, development and performance management that enables individuals to work at their best.

Core competencies
- committed to our purpose and independent, collaborative and supportive, positive and engaged, striving for excellence, acting with integrity
RECRUIT FOR DIVERSITY
CREATE INCLUSIVE WORKPLACES

Courtesy of Special Collections, University of Houston Libraries
REFLECT YOUR COMMUNITY