

Workforce Race Equality Standard Delivery Plan 2016-2017

WRES Indicator	Actions to be taken to address equality indicators	Accountable Executive-Deputy Director of Workforce	Timescales
<p>Percentage of BAME staff in Bands 8-9, VSM (including executive Board members and senior medical staff) compared with the percentage of BAME staff in the overall workforce</p>	<ul style="list-style-type: none"> • Executive Sponsorship of high potential BAME employees typically operating at Band 6 7 and 8 • Resurrect BAME Mentoring programme and roll out to all BAME employees • Profile the careers of BAME employees within NHSBT on the NHSBT Careers web site • Develop job shadowing opportunities for BAME employees and host a careers masterclass. (1 per month) 	<p>Head of Organisation Development</p> <p>Head of Organisation Development</p> <p>Head of Recruitment and Transactional Services</p> <p>Head of Organisation Development</p>	<p>From June 2016</p> <p>From June 2016</p> <p>March 2016</p> <p>December 2016</p>
<p>WRES Indicator</p>	<p>Actions to be taken to address equality indicators</p>	<p>Accountable Executive-Deputy Director of Workforce</p>	<p>Timescales</p>
<p>Relative likelihood of BAME staff being appointed from shortlisting compared to that of White staff being appointed from shortlisting across all posts.</p>	<ul style="list-style-type: none"> • Procure provider to review unconscious bias training in the current recruitment and selection programme and make necessary improvements • Host a session with external provider for senior workforce leadership team and run a session on unconscious bias and inclusive leadership as part of leadership conference • Develop recruitment panels to ensure they take account of unconscious bias in the decision making process ensuring that all panel members have undertaken the training. • Write to all employees currently classified as non stated on ESR on an annual basis in order to validate the data and to improve self reporting in the ethnicity category on ESR 	<p>Head of Diversity and Inclusion</p> <p>Head of Organisation Development</p> <p>Head of Recruitment and Transactional Services</p> <p>Head of Workforce Information</p>	<p>January 2016</p> <p>March 2016</p> <p>December 2016</p> <p>Annually October 2016</p>

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	<ul style="list-style-type: none"> • Provide an analysis report to the EDWG and WSG twice a year on Band 8 a and above recruitment outcomes broken down by ethnicity and develop a set of recommendations for the EDWG to consider(Dip sample recruitment outcomes for Band 8 a b,c and d) • Incorporate unconscious bias and inclusive leadership training into the Managers Passport • Focused support for BAME employees with potential Band 7/8a posts to be approached by line manager /BAME network/REACH higher graduates when posts at this level become available • Develop guidance on how to set up NHS alerts via NHS Jobs and send out an email to all BAME employees so they can view vacancies externally. BAME Network secretariat to create internal vacancy bulletin and send to BAME Network email inbox for onward distribution. • BAME network members to mentor a junior BAME employee over a 12 month period(bands 4/5/6). BAME network members to provide feedback on a regular basis when a BAME employee applies for a post internally and is unsuccessful • Development of representative recruitment panels for Band 8 and above posts – seek senior BAME volunteers from within NHSBT 	<p>Head of Recruitment and Transactional Services</p> <p>Head of Diversity and Inclusion</p> <p>Head of Organisation Development</p> <p>Head of Recruitment and Transactional Services</p> <p>BAME Network</p> <p>Head of Recruitment and Transactional Services</p>	<p>From April 2016</p> <p>From January 2016</p> <p>From April 2016</p> <p>March 2016</p> <p>From April 2016</p> <p>From June 2016</p>
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WRES Indicator	Actions to be taken to address equality indicators	Accountable Executive-Deputy Director of Workforce	Timescales
<p>Relative likelihood of BAME staff entering the formal disciplinary process, compared to that of White staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation*</p> <p>*Note: this indicator will be based on data from a two year rolling average of the current year and the previous year.</p>	<ul style="list-style-type: none"> • The development of BAME representative disciplinary and appeal panels • Report on disciplinary cases by ethnicity compared to white employees on a quarterly basis- report to the SPC,EDWG and WSG on a quarterly basis • Report on Dignity at Work and grievance cases (comparison between white employees and BAME employees- report to SPC and EDWG and WSG on a quarterly basis • Set up a process for early notification on conduct cases involving BAME employees – (similar to the dignity at work escalation process) • BAME Network and Head of Human Resources (with external support) to set up focus groups with BAME employees to find out their views and experiences on discrimination in NHSBT and report back findings to Workforce SMT 	<p>Head of Human Resources</p> <p>Head of Human Resources</p> <p>Head of Human Resources</p> <p>Head of Human Resources</p> <p>BAME Network and Head of Human Resources</p>	<p>September 2016</p> <p>April 2016</p> <p>April 2016</p> <p>June 2016</p> <p>November 2016</p>
<p>Relative likelihood of BAME staff accessing non mandatory training CPD as compared to White staff</p>	<ul style="list-style-type: none"> • Develop an annual report on BAME employees access to development – This will be provided to the Workforce Steering Group for monitoring. • Ensure that data on employees accessing learning education and development is collated and monitored on a regular basis through the Shine Academy • Ringfence 12% of places on leadership development programme eg Hubbub Accelerate for BAME 	<p>Head of Organisation Development</p> <p>Head of Organisation Development</p> <p>Head of Organisation Development</p>	<p>From April 2016</p> <p>From April 2016</p> <p>From April 2016</p>

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WRES Indicator	Actions to be taken to address equality indicators	Accountable Executive-Deputy Director of Workforce	Timescales
KF 18. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months	<ul style="list-style-type: none"> • Roll out Dignity at Work Video/ programme to highlight inappropriate behaviour in the workplace and expected behaviours. • BAME Network members to carry out focus groups with BAME employees to find out about their experiences as to why there is a perception of discrimination • Build awareness of inclusion into management development programmes as standard 	Head of Organisation Development	April 2016
		BAME Network and Head of Human Resources	November 2016
		Head of Organisation Development	April 2016
KF 19. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months	<ul style="list-style-type: none"> • Provide coaching and mentoring opportunities to BAME employees through the NHSBT BAME Network • Roll out a revised mandatory Dignity at Work Video/ programme to highlight inappropriate behaviour in the workplace and expected behaviours. • BAME Network members and Head of Human Resources to carry out focus groups with BAME employees to find out about their experiences regarding Harrassment,Bullying and Abuse 	BAME Network	April 2016
		Head of Organisation Development	April 2016
		BAME Network and Head of Human Resources	November 2016

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WRES Indicator	Actions to be taken to address equality indicators	Accountable Officer	Timescales
<p>KF 27. Percentage believing that trust provides equal opportunities for career progression or promotion</p>	<ul style="list-style-type: none"> • Build awareness of inclusion into management development programmes as standard • Host a careers masterclass as part of job shadowing opportunities for BAME employees 	<p>Head of Organisation Development</p> <p>Head of Organisation Development</p>	<p>January 2016 onwards</p> <p>April 2016</p>
<p>Q23. In the last 12 months have you personally experienced discrimination at work from any of the following? b) Manager/team leader or other colleagues</p>	<ul style="list-style-type: none"> • Set up focus groups with BAME staff across all regions to understand their experiences of discrimination and what can be done to address the issues • Ensure that an Inclusive Leadership module is incorporated into the Managers Passport Core development programme • BAME Network members will attend CPC meetings across key NHSBT sites to alert managers to the issues and seek their support to improve BAME employee experience • Develop a Manager briefing (newsletter format on diversity and inclusion and discrimination case studies) 	<p>BAME Network and Head of Human Resources</p> <p>Head of Organisation Development/ Head of Diversity and Inclusion</p> <p>BAME network</p> <p>BAME Network in conjunction with Head of Human Resources via internal communications</p>	<p>November 2016</p> <p>April 2016</p> <p>June 2016</p> <p>June 2016</p>

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WRES Indicator	Actions to be taken to address equality indicators	Accountable Executive- David Evans	Timescales
Boards are expected to be broadly representative of the population they serve	<ul style="list-style-type: none"> • Work with specialist recruitment agencies to head hunt talented BAME candidates • Liaise with recruitment agencies to widen their search for talented senior leaders from under represented groups 	Director of Workforce and Transformation services	From January 2016

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