

Appendix 1 - Developing future BME senior managers

Appendix 1a. Including BME staff in the Council's Cabinet / CDB / DMT / SMT / Policy-making management structures

Win	Action to be taken	Resources required	Timescales	Lead Officer(s)
Introduction of the Voluntary Director Scheme at Corporate Directors Board and each departmental DMT (x5 Voluntary Directors per year)	Rollout of the pilot scheme to be coordinated by the R&C BWG in consultation with CDB and departmental DMTs.	Time by R&C BWG to produce corporate protocol and JD based on previous practice and consultation.	August to September 2008.	Simon Ighofose Voluntary Director Scheme Corporate Coordinator
	Promote Voluntary Director opportunities to all BME staff within each department using electronic and printed media.	Time by R&C BWG to Email staff; write articles in LCC printed / online magazines; update Insite; and time + material cost for postal mail out to staff not on Groupwise, including reply-paid envelopes;	October 2008/09/10	Mark Bentley Head of Communications
	Selection of voluntary candidates to receive CDB and DMT approval.	Time to collate application responses by dept.	October 2008/09/10	R&C BWG Coordinating Committee
	Appointment of successful candidates.	Time by R&C BWG to liaise with CDB and departmental DMTs.	November 2008/09/10	Simon Ighofose Voluntary Director Scheme Corporate Coordinator
		Time by R&C BWG to liaise with departmental BWG.	December 2008/09/10	BWG Coordinating Committees

Win	Action to be taken	Resources required	Timescales	Lead Officer(s)
<p>Introduction of Voluntary Head Of Service Scheme at each SMT (x23 Voluntary Heads Of Service per year)</p>	<p>Rollout of the scheme to be coordinated by the R&C BWG in consultation with departmental DMTs and SMTs.</p>	<p>Time by R&C BWG to produce corporate protocol and JD based on previous practice and consultation.</p>	<p>January to February 2009</p>	<p>Simon Ighofose Voluntary Director Scheme Corporate Coordinator in conjunction with the Voluntary Directors in each department</p>
	<p>Selection of voluntary candidates to receive SMT approval.</p>	<p>Time by corporate coordinator and departmental Voluntary Directors to liaise with SMTs.</p>	<p>March 2009/10/11</p>	<p>“ “</p>
	<p>Appointment of successful candidates.</p>	<p>Time by corporate coordinator and departmental Voluntary Directors to liaise with departmental BWG.</p>	<p>April 2009/10/11</p>	<p>BWG Coordinating Committees</p>

Win	Action to be taken	Resources required	Timescales	Lead Officer(s)
<p>Management Teams taking responsibility for promoting, encouraging and monitoring the delivery of workforce representation initiatives within the Council</p>	<p>Quarterly feedback meetings / strategic discussions between BWG Coordinating Committees and their respective Departmental Management Teams</p>	<p>Officer time to prepare meeting papers and attend quarterly meetings</p>	<p>Commence October – Ongoing</p>	<p>Corporate Directors</p>
	<p>6 monthly feedback meetings / strategic discussions between BWG and Corporate Directors Board</p>	<p>Officer time to prepare meeting papers and attend 6 monthly meetings</p>	<p>Twice a year on-going: June and December</p>	<p>Corporate Directors Board</p>
	<p>Joint BWG 6 monthly briefing to Cabinet</p>	<p>Officer time to prepare meeting papers and attend Cabinet briefing</p>	<p>Twice a year on-going: September and March</p>	<p>BWG Chairs / Vice Chairs</p>
	<p>Annual BWG survey of perceptions of Black staff</p>	<p>Officer time to prepare questionnaire; conduct analysis; report findings</p>	<p>Annually on-going: May</p>	<p>Irene Kszyk, Head of Corporate Equalities</p>
	<p>BWG participation in Corporate Policy-making groups e.g. Pay & Workforce Strategy – Workforce Representation Working Group</p>	<p>x2 reps from each departmental BWG to attend meetings</p>	<p>July 2008 onwards</p>	<p>Lee Harrison, Head of Corporate Policy</p>

Appendix 1b **Developing future BME senior managers**

Win	Action to be taken	Resources required	Timescales	Lead Officer(s)
<p>Developing BME senior managers (x5 Voluntary Directors and x23 Voluntary Heads Of Service per year)</p>	<p>Mentoring support for personal development</p>	<p>Corporate / Service Director mentoring sessions - 2 hours / month</p>	<p>December 2008 - Ongoing</p>	<p>Chief Exec / Corporate / Service Directors</p>
	<p>Produce individual personal Career Plans, incorporating 360 degree reviews, with agreed milestones, outcomes and a personal development package to achieve the aspirations of each beneficiary</p>	<p>Staff Development Assessment Centre</p>	<p>January 2009 - Ongoing</p>	<p>Line Managers of beneficiaries in consultation with Paul McChrystal, head of City Learning</p>
	<p>Ongoing internal and external training and development, including secondment and acting up opportunities</p>	<p>HR Corporate budget ring fenced to deliver personal development package + Time for beneficiaries to undergo training and development programmes</p>	<p>February 2009 – Ongoing</p>	<p>Line Managers of beneficiaries in consultation with Paul McChrystal, head of City Learning</p>
	<p>Ongoing assessment of beneficiary progress against milestones and agreed outcomes.</p>	<p>HR to monitor progress of scheme produce quarterly reports to departmental Directorates; CDB; Cabinet and BWG</p>	<p>Quarterly commencing May 2009</p>	<p>Wilma Finlayson, Interim Service Director, Corporate HR</p>

Appendix 1c **Developing a positive attitude among white managers to supporting BME staff career progression into management /senior management**

Win	Action to be taken	Resources required	Timescales	Lead Officer(s)
Developing a positive attitude among white managers to supporting BME staff career progression into management / senior management	Ongoing internal programme to develop cultural awareness; along with active listening and coaching and mentoring skills; required to support beneficiaries of the Voluntary Director / HOS Schemes.	Targeted at the line managers of the Voluntary Director / HOS Scheme beneficiaries. Time for managers to attend training.	December 2008 - Ongoing	Departmental DMT in consultation with Paul McChrystal, head of City Learning.

Appendix 1d **Performance Management**

Win	Action to be taken	Resources required	Timescales	Lead Officer(s)
Agree Corporate measures / targets and monitor performance over 5 years (for the period Jan 2008 to Dec 2013)	<p>Disaggregate and incorporate measures into departmental performance reporting</p> <p>Proposed Measures: No. of BME staff on the Voluntary Director / Voluntary Head Of Service schemes</p> <p>No. of candidates securing secondment / acting-up opportunities</p> <p>No. of candidates progressing into a management role at salary tiers 1 to 3 after completing the programme</p>	<p>Cabinet / CDB approval + incorporation into departmental performance management reporting systems</p> <p>Proposed Targets: TOTAL = 84 by 2010</p> <p>63 by 2013 (75% of total candidates on the programme)</p> <p>44 by 2013 (10% increase of BME staff on salary tiers 1 to 3, rising from 9.26% to 19.26%)</p>	<p>Approval: September 2008</p> <p>Reporting period: January 2008 to December 2013</p>	<p>Wilma Finlayson, Interim Service Director, Corporate HR in consultation with Cabinet, CDB, departmental DMTs & BWG</p>

Appendix 2 – Helping BME staff progress within their area of work

Appendix 2a. Training and development opportunities for Black staff

Win	Action to be taken	Resources required	Timescales	Lead Officer(s)
<p>Development of A&H and CYPS BWG 'Climbing the ladder' programme of workshops for Black staff.</p> <p>Six half day workshops for minimum of 300 Black Staff from ALL Council departments.</p> <p>Target groups - Manual staff, aspiring and existing managers and aspiring senior managers.</p>	<p>A&H and CYPS BWG to Promote Programme to all stakeholders .</p> <p>A&H and CYPS BWG to develop six workshops</p> <p>A&H and CYPS BWG to identify possible partners e.g City learning. Workforce development Unit Network of Black Professionals to help deliver program. (NBP) already doing similar thing for the county)</p> <p>A&H and CYPS BWG to extend invites to Black staff from Resources, Chief Exec and Regen &</p>	<p>A&H and CYPS BWG time for co-ordination of the programme.</p> <p>Cost of venue and refreshments (£1,500) pa</p> <p>Cost of production of marketing materials.</p> <p>A&H and CYPS BWG to Email staff; write articles in LCC printed / online magazines; update Insite; and time + material cost for postal mail out to staff not on Group wise, including reply-paid envelopes</p> <p>Cost of Speakers (£800 per day * 6 = £4,800 pa).</p> <p>A&H and CYPS BWG Core Group Time to attend one day a month</p>	<p>Commence planning upon Cabinet approval.</p> <p>A&H and CYPS BWG start programme in January 2009.</p>	<p>A&H and CYPS BWG Core Group supported by City Learning</p> <p>Head of Communications (for Marketing the programmes)</p>

Win	Action to be taken	Resources required	Timescales	Lead Officer(s)
	<p>Culture Departments as well as A&H and CYPS.</p> <p>A&H and CYPS BWG to deliver workshops at monthly meetings (Morning workshops to be repeated in afternoon)</p> <p>A&H and CYPS BWG to coordinate program of workshops (to include nominations, access and delivery of workshops).</p> <p>Proposed Measures: Number of Black staff attending a course</p> <p>Number of course attendees who believe that the course have assisted them with there</p>	<p>workshops.</p> <p>Time for identified partners to partake in programme.</p> <p>Funding from Regen & Culture, Resources & Chief Exec Departments.</p> <p>Targets: Number of staff attending the courses 2008: 300 2009: 350 2010: 400 TOTAL = 1050</p> <p>Number of course attendees who believe that the course have assisted their</p>		

Win	Action to be taken	Resources required	Timescales	Lead Officer(s)
	career development Number of candidates progressing into a more senior or development role after completing the programme	development 60% = 630		
Continue to develop a peer support network/mechanism that contributes to raising staff aspiration and confidence.	A&H and CYPS BWG to make a 'time and space' available during its regular meetings for people to express their interest and meet others. The peer support network to be an informal arrangement between staff in their own time. Measures: Number of issues Number of issues resolved	Support and promotion by the A&H and CYPS BWG. No other resources required. Targets: 80% of issues resolved	October 2008 – Publicise to staff December 2008 – Time slots available in A&H and CYPS BWG Meetings.	A&H and CYPS BWG Core Group
Release Black staff for development at monthly A&H and CYPS BWG	Managers to use available contingency plans (eg team meetings, training, sickness,	A&H and CYPS BWG and HR time to develop terms of reference for ad	A&H and CYPS BWG and HR to start discussing terms of reference from	A&H and CYPS BWG and HR

Win	Action to be taken	Resources required	Timescales	Lead Officer(s)
meetings.	<p>emergencies, flu epidemics etc.) where appropriate, to provide staff cover.</p> <p>Managers to actively encourage enable and facilitate black staff to attend meetings.</p> <p>Introduction of ad hoc 'acting up' opportunities for more junior staff to provide temporary cover for Black staff attending BWG workshops.</p> <p>Managers to be given dates of all BWG meetings at least two months in advance by black staff wishing to attend.</p> <p>Proposed Measures:</p> <p>Number of Black staff attending Monthly meetings</p> <p>Number of attendees who believe that the</p>	<p>hoc 'acting up' scheme.</p> <p>Production of briefing pack to distribute to managers.</p> <p>Production of briefing pack for Black staff on their role and responsibilities within the ad hoc 'acting up' scheme.</p> <p>Target:</p> <p>Attendees minimum 60 per meeting</p> <p>Number of attendees who believe that the</p>	<p>December 2008.</p> <p>Briefing Pack to be distributed to managers and black staff from Feb 2009.</p>	

Win	Action to be taken	Resources required	Timescales	Lead Officer(s)
	meetings have assisted them with their career/personal development	meetings have assisted them with their career/personal development 70% of attendees		

Win	Action to be taken	Resources required	Timescales	Lead Officer(s)
<p>Provide resources for A&H and CYPS BWG core group and R&C BWG steering group to coordinate and manage the work programs</p>	<p>CDB to send communication to Service manager leads (via service directors) responsible for BWG core groups to release BWG core members for up to two days per week, to be filtered down to line managers.</p> <p>Managers to use available contingency plans (eg team meetings, training, sickness, emergencies, flu epidemics etc.) where appropriate.</p> <p>Introduction of ad hoc 'acting up' opportunities for other staff to provide temporary cover/back filling for BWG core/steering group members</p>	<p>Time for CDB to draft and send communication</p> <p>Up to two days allocation per week for BWG core/steering group members</p> <p>Time for Service Managers/ team leaders to plan, and manage back filling initiative.</p>	<p>Communication to be sent within four weeks of Cabinet approval</p>	<p>CDB</p> <p>A&H and CYPS BWG Core group</p>
<p>Provision of ILM 2 and 3 Programs for interested</p>	<p>City Learning to assist A&H and CYPS BWG</p>	<p>Budget for the A&H and CYPS BWG to fund</p>	<p>City Learning and A&H and CYPS BWG to</p>	<p>A&H and CYPS BWG Core group and Head</p>

Win	Action to be taken	Resources required	Timescales	Lead Officer(s)
Black staff	<p>with selection of nominations</p> <p>City learning to assist A&H and CYPS BWG with identifying external partners to deliver the program</p> <p>Allow staff to self nominate.</p> <p>Lose the following line from the course nominations form "Please ensure your Manager supports your nomination for the course(s) selected."</p> <p>Managers to accept or refuse training offers after initial selection by A&H and CYPS BWG</p> <p>Measures:</p> <p>Number of Black staff attending the courses</p>	<p>Black staff wishing to take the ILM programs.</p> <p>ILM2 £380 pp 40 places per annum = £15,200</p> <p>ILM3 £600 pp 10 places per annum = £6000</p> <p>Time for staff to attend in-house training delivered by City Learning & External Partners.</p> <p>Cost of External Partners for use for training purposes.</p> <p>Time for City Learning to plan the programs</p> <p>Time for A&H and CYPS BWG Core group to administer the nominations</p> <p>Targets:</p> <p>100% of places filled.</p>	<p>start planning from December 08</p> <p>Programs to commence April 09</p>	<p>of City Learning.</p>

Win	Action to be taken	Resources required	Timescales	Lead Officer(s)
	Nomination successes and refusals by ethnicity, team and department.	80% of nomination successes.		
Increase opportunities for staff to obtain vocational degree qualifications.	<p>HR to set up Corporate bursary programme to fund 10 Black staff in obtaining a part-time vocational degree.</p> <p>Employees to self nominate as per processes above.</p>	Cost of £600 per module/year per student.	<p>HR to start investigation ASAP – completion date by end of December 2008.</p> <p>HR to agree nomination processes by end of January 2009.</p> <p>HR to start publicising to staff beginning of February 2009.</p> <p>HR to accept initial nominations by beginning of March 2009</p>	Head of HR

Appendix 2a. Performance Indicators and Staff Perceptions

Win	Action to be taken	Resources required	Timescales	Lead Officer(s)
<p>Establishment of Performance Indicators.</p> <p>Measure the number of black staff receiving development opportunities and gaining promotion.</p> <p>to encourage Managers to consider work force representation at every stage of the journey of employment</p>	<p>Establishment of two performance indicators to monitor at service and departmental level:</p> <p>Measure:</p> <p>% of BME staff promoted (as measured through positive change in spinal point)</p> <p>% of BME staff receiving development opportunities</p> <p>HR, BWG, Staff Development and City Learning to create list of development opportunities to collect data for.</p> <p>Manager to ask the following question at</p>	<p>Inclusion as a local Performance Plus indicator (need to liase with PET).</p> <p>Target:</p> <p>to be calculated</p>	<p>Corporate Performance Team to establish performance indicators by January 2009.</p> <p>Corporate Performance Team publish quarterly figures starting from beg April 2009 re offers of opportunities by ethnicity, team and department to CDB and BWG.</p>	<p>Corporate Performance Team</p>

Win	Action to be taken	Resources required	Timescales	Lead Officer(s)
	<p>every stage of the journey of employment:</p> <p>“Am I offering this opportunity to a group that is representative of the community that we serve?”</p> <p>IT dept to create eform for data collection of development opportunity offers by ethnicity.</p> <p>IT dept use list of development opportunities created by City Learning see above</p>			

Win	Action to be taken	Resources required	Timescales	Lead Officer(s)
Annual Questionnaire to Black Staff on Organisational Issues and Barriers	BWG to repeat Questionnaire to Black Staff on Organisational Issues and Barriers and compare with results from 2008.	<p>Time for BWG Core / Steering Groups to organise.</p> <p>Time for BWG Core / Steering Groups to send mail shots to those staff without access to the Intranet.</p> <p>Costs for sending out mail shots.</p>	<p>Send Questionnaires out in April 2009.</p> <p>BWG to do Analysis of Questionnaires in May 2009.</p> <p>Publish results to Corporate Directors Board in June 2009.</p>	<p>A&H and CYPS BWG Core Group.</p> <p>R&C BWG Steering Group.</p>

Appendix 2b. Training and development opportunities for ALL staff

Win	Action to be taken	Resources required	Timescales	Lead Officer(s)
<p>Promoting managerial responsibility for Staff Career development.</p>	<p>Line managers to take a more pro-active role in developing their staff's career paths.</p> <p>Line manager to liaise with Staff Support Officer in developing career development path for their staff.</p> <p>Monitored through proposed performance indicator.</p> <p>Performance to be featured in Manager's Appraisals</p> <p>Measures As per "Establishment of Performance Indicators."</p>	<p>No extra resources required.</p> <p>Targets As per "Establishment of Performance Indicators."</p>	<p>As soon as possible.</p>	<p>Head of HR to take primary lead</p> <p>All Managers supervising staff.</p>
<p>Improved access to all training programmes. For ALL STAFF across the council</p>	<p>Allow staff to self nominate lose the following line from the course nominations form <i>"Please ensure your Manager supports your nomination for the</i></p>	<p>Change to training nomination request form Time for data analysis exercise</p>	<p>Nomination form amendments to be made by November 2008</p> <p>Nomination statistics to be represented</p>	<p>Head of City Learning and Head of Staff development</p> <p>A&H and CYPS BWG Core group</p>

Win	Action to be taken	Resources required	Timescales	Lead Officer(s)
	<p><i>course(s) selected.”.</i></p> <p>Managers to accept or refuse training offers after initial selection by City Learning</p> <p>City Learning to monitor Ethnicity of staff nominations.</p> <p>City learning / Staff development to record successes and refusals by ethnicity, team and department</p> <p>City learning to publish quarterly figures on nomination successes and refusals by ethnicity, team and department to CDB and BWG.</p> <p>Measures: Nomination successes and refusals by ethnicity, team and department.</p>	<p>Targets: 80% of nomination successes.</p>	<p>quarterly to CDB/BWG starting from march 09</p>	
<p>Lunch time career talks & help in applying for jobs.</p>	<p>Talks by local managers and staff – drawing upon other partner</p>	<p>Cost of co-ordinating and organising such events.</p>	<p>Commence planning after Cabinet approval.</p>	<p>Employment service lead</p>

Win	Action to be taken	Resources required	Timescales	Lead Officer(s)
<p>Provide opportunities for ALL staff to hear about the personal stories of others who have achieved success in their careers.</p> <p>Provide informal help and support to ALL staff in applying for jobs.</p>	<p>organisations.</p> <p>Assistance provided by Employment Service in applying for jobs.</p> <p>Events open to all staff.</p> <p>Measure: Evaluation exercise at end of event</p>	<p>Book Meeting room central location.</p> <p>Targets: 20 to 30 staff attending. 80% satisfaction rate</p>	<p>Start events January 2009.</p> <p>Frequency monthly</p>	
<p>Make Secondment (or Acting Up) Opportunities more widely available.</p>	<p>HR to consider the HR Recruitment Manager (referenced as another win in this document) to manage all available secondments & acting up opportunities</p> <p>All secondment/acting up opportunities to be advertised internally as per recruitment guidelines.</p> <p>Managers of vacant posts to inform the HR Recruitment Manager immediately of any</p>	<p>Time for Recruitment Manager to manage the recruitment process – shift in resources from Manager of vacant post.</p> <p>Time for A&H and CYPS BWG to participate in discussions, meetings etc.</p> <p>Staff time for the collection and publication of secondment opportunities corporately.</p>	<p>HR and A&H and CYPS BWG to start discussions asap</p> <p>Revised Secondment/Acting Up Recruitment process to be finalised by HR by end of December 2008.</p> <p>HR Recruitment Manager to start process as soon as in post.</p>	<p>Head of HR to take primary lead In consultation with A&H and CYPS BWG Core Group.</p>

Win	Action to be taken	Resources required	Timescales	Lead Officer(s)
	<p>vacant posts that will be offered for secondment/acting up.</p> <p>HR to include these job roles in the JD/PS for the HR Recruitment Manager Post.</p> <p>A more transparent process for selection for secondment opportunities in other sections/departments.</p> <p>Secondments and criteria for selection to be posted to enable maximum access/notification.</p> <p>Transparent methodology for selection of candidates for consideration and criteria for final choice.</p> <p>Consultation around composition of selection panels – do they mirror those for recruitment to posts?</p>	<p>Staff time to develop framework for selection criteria.</p>		

Win	Action to be taken	Resources required	Timescales	Lead Officer(s)
<p>Use short/long term 'job swaps' enabling ANY staff to experience working in other sections of the Council.</p>	<p>HR to reconsider the use of the TSA/Standby Register to replace Agency/Temporary staff with permanent members of staff.</p> <p>Need to develop register of jobs that would be available to 'swap' and manage the 'job swap' process.</p> <p>Promote and advertise the availability of short and long term 'job swaps'.</p>	<p>Staff resources for the establishment and management of a 'job swap' register for internal staff.</p> <p>Staff resources to advertise available 'job swap' vacancies throughout the organisation.</p>	<p>HR and A&H and CYPS BWG to start discussions asap.</p> <p>Plans drawn up by HR by January 2009.</p> <p>Implementation by April 2009</p>	<p>Head of HR primary Lead. In consultation with A&H and CYPS BWG Core Group.</p>
<p>Developing Staff and Increasing Skill Sets.</p> <p>Provide more flexible and shorter 'acting up' opportunities .</p>	<p>Managers to introduce short term 'acting up' opportunities to provide cover for staff in training programmes or involved in project work.</p> <p>HR to produce briefing pack to distribute to managers.</p> <p>HR to produce briefing pack for staff on their</p>	<p>As above, BWG and HR time to develop terms of reference for 'acting up' scheme.</p> <p>Time for HR to produce and distribute packs.</p>	<p>HR and A&H and CYPS BWG to start discussions asap</p> <p>Revised Secondment/Acting Up Recruitment process to be finalised by HR by end of December 2008.</p> <p>Packs to be produced by end of January</p>	<p>Head of HR primary Lead. In consultation with A&H and CYPS BWG Core Group.</p>

Win	Action to be taken	Resources required	Timescales	Lead Officer(s)
	roles and responsibilities within the 'acting up' scheme.		2009. Packs and information to be distributed by end of February 2009.	
Development of corporate mentoring/coaching programme for staff.	Delivery plan to be developed by the Pay & Workforce Strategy Workforce Representation Working Group	<p>Cost of developing and co-ordinating delivery of training programme.</p> <p>Training of mentors and coaches.</p> <p>Promotion of programme.</p> <p>Cost of co-ordinating the matching of people to mentors and coaches.</p>	<p>Plan to be initiated asap, with a completion date of end of November 2008.</p> <p>Promotion of program to start beginning November 2008.</p> <p>Training of mentors and coaches to start December 2008.</p>	Shilpa Arya, Pay & Workforce Strategy Project Manager

Appendix 2c. Raising awareness of Workforce Representation Issues and One Leicester

Win	Action to be taken	Resources required	Timescales	Lead Officer(s)
<p>Raise awareness for ALL employees about Workforce Representation and the links with One Leicester priorities.</p>	<p>WRWG to deliver One Leicester Presentations at similar level to Departmental Conferences to initiate a change of culture and promotion of One Leicester.</p> <p>Produce standard information pack in format that can be re-used by attendees in their own team meeting</p> <p>Regular information to be included in Council Newsletters.</p> <p>Information to be included in Workforce Representation Working Group's pages on Insite.</p>	<p>Workforce Representation Working Group time to prepare presentations and standard information pack.</p> <p>Workforce Representation Working Group Staff time for arranging, presenting and travel to and from presentations.</p>	<p>Workforce Representation Working Group to create presentations and standard information pack by beginning December 2008.</p> <p>Presentations to start for beginning of Dec 2008.</p>	<p>Lead for Workforce representation Working Group to take primary lead.</p>

Win	Action to be taken	Resources required	Timescales	Lead Officer(s)
	<p>Measure</p> <p>Record number of One Leicester Presentations undertaken.</p>	<p>Target</p> <p>80% of all staff teams to attend One Leicester presentations within 6 months.</p>		

Appendix 2d. Recruitment processes

Win	Action to be taken	Resources required	Timescales	Lead Officer(s)
Enable all Job Applicants to have clearer information on how to complete the Application Forms.	<p>HR to produce a short, A4 guidance note on how to complete the application form which will be included with all application forms.</p> <p>Measures</p> <p>% Increase in shortlisted candidates compared to same period from previous month/year.</p>	<p>HR officer time to summarise their current documentation on completing an application form in an accessible format.</p> <p>Targets</p> <p>5% increase per month.</p> <p>20% increase pa.</p>	HR to start working on document asap, completion date end of October 2008.	Head of HR.

Win	Action to be taken	Resources required	Timescales	Lead Officer(s)
<p>Raise awareness of how the recruitment process operates.</p>	<p>Concise overview of recruitment process to managers and staff, available on Insite and on paper (building on recent guidance for managing staff absence).</p> <p>Regular distribution of recruitment outcomes to DMTs.</p>	<p>HR recruitment team time to produce and distribute.</p>		
<p>Strive to remove inequalities in the recruitment process (Increase involvement of black staff throughout the whole recruitment process.)</p>	<p>City Learning to refresh the current training programme in light of the organisational commitment to improved workforce representation.</p> <p>HR to update the recruitment panel members pool.</p> <p>HR to recruit more Black panel members for recruitment panel purposes.</p> <p>Recruiting managers to</p>	<p>City Learning time to update the current training programme for recruiters.</p> <p>Provision of training sessions for Black panel members.</p> <p>HR time to update recruitment panel pool.</p>	<p>City Learning to refresh recruitment programme – completion by end Oct 2008.</p> <p>HR to start advertising asap for black staff wishing to be involved in recruitment process.</p> <p>HR to start employing monitoring process from Nov 2008.</p> <p>HR to update system used to record</p>	<p>Head of HR primary lead.</p> <p>Head of City Learning lead for recruitment training.</p>

Win	Action to be taken	Resources required	Timescales	Lead Officer(s)
	<p>ensure black staff are involved in recruitment process from very beginning.</p> <p>HR to monitor black staff involvement from the beginning of the recruitment process.</p>		<p>recruiters – completion date January 2009.</p>	

Win	Action to be taken	Resources required	Timescales	Lead Officer(s)
<p>Identify staff with unknown Ethnicity (predominantly CYPs – 3000 staff approx.)</p>	<p>HR to identify staff who have not disclosed their ethnicity (Resourcelink).</p> <p>Write to them at their home addresses and invite them to do so, explaining reasons why and benefits for staff.</p> <p>HR to enter data in the system.</p>	<p>Postage for letters.</p> <p>Staff time to collect and input responses (need to liaise with Employment Service Centre).</p>	<p>Get name/address details (2 hours) – completion date by mid October 2008.</p> <p>Design questionnaire on asking for Ethnicity (3 hours) – completion date by mid October 2008.</p> <p>Send questionnaire – completion date by end October 2008.</p> <p>Answers returned by end November 2008.</p> <p>Answers entered into database by mid November 2008.</p>	<p>Head of HR.</p>
<p>Improved feedback with in the recruitment process for unsuccessful candidates</p>	<p>Chair of recruitment panels to give routine feedback to unsuccessful candidates</p>	<p>Time for chair of recruitment panel to contact candidates</p>	<p>Managers to start ASAP</p>	<p>All chairs of recruitment panels</p>

Appendix 2f. Supporting Staff.

Win	Action to be taken	Resources required	Timescales	Lead Officer(s)
<p>Establishment of a Full Time “Staff Support/Complaints Officer” who would look into minor disputes to avoid grievances, and:</p> <ul style="list-style-type: none"> • Act as a support for staff who have issues with their managers or other staff • Act as a support to enable career progression for staff. • Conduct Exit Interviews; • Assist in Recruitment Interviews as an Independent Person 	<p>Job and person specs to be drawn up by HR and A&H and CYPS BWG.</p>	<p>Costs for the establishment of a new post.</p> <p>Cost of IT support.</p> <p>Time for recruitment process to take place</p> <p>Time for HR to plan for the post.</p> <p>Time for A&H and CYPS BWG to write up Job Description / Person Specs and follow through.</p> <p>Line Management Structure and Time for New Post</p>	<p>HR and BWG start discussions in December 2008.</p> <p>Job Descriptions drawn up by Feb 2009.</p> <p>Post Advertised in March 2009.</p> <p>Interviews start in April 2009.</p> <p>Person recruited into post by May/June 2009.</p>	<p>Head of HR to take primary lead</p> <p>In consultation with A&H and CYPS BWG Core Group.</p>

Tackling Workforce Representation Issues.

Win	Action to be taken	Resources required	Timescales	Lead Officer(s)
Produce action plans to progress workforce representation.	<p>DMTs to develop their own departmental action plans to progress workforce representation.</p> <p>Managers to profile and commit to improving workforce representation across departments and services.</p>	Additional resources may be required for specific initiatives departments identify for action .	<p>DMTs to start discussing as soon as possible.</p> <p>Action plans to be created by January 2009.</p>	Service Directors.

Win	Action to be taken	Resources required	Timescales	Lead Officer(s)
<p>Understand our recruitment trends more fully and take appropriate action.</p>	<p>Track 12 representative appointments in terms of the experience of the applicants, the reasons managers gave for their decisions.</p> <p>Identify Wins arising that need to be addressed in the recruitment process.</p> <p>Work with Chino Cabon (REC)</p> <p>Lead Officer to produce report for Corporate HR with a view to dissemination to other relevant stakeholders.</p>	<p>BWG/HR/other staff resources to identify appointments, time for interviews, time for analysis of findings and recommendations for further action.</p>	<p>tba with Chino Cabon and Shilpa Arya</p>	<p>Shilpa Arya, Pay & Workforce Strategy Project Manager</p> <p>Chino Cabon, REC</p>
<p>Recruit some posts based on attitude and aptitude rather than experience and specific skills</p>	<p>HR to explore introducing a more flexible system whereby posts, where warranted, can recruit based on attitude and outlook and then train staff on skills and knowledge required when in post.</p> <p>HR to initiate consultations with</p>	<p>HR officer time to explore the implications of adopting such an approach within the Council.</p>	<p>Investigations/Consultations to start asap.</p> <p>Completion Date dependant on investigations/consultations.</p>	<p>Head of HR</p>

Win	Action to be taken	Resources required	Timescales	Lead Officer(s)
	relevant staff and staff groups			
Improved testing and assessment techniques in the recruitment process	Investigate Increased use of testing in the recruitment process.	Time for investigation, purchasing, delivering and evaluating tests.	Investigation to start ASAP Completion date TBC	Head of HR

Appendix 3 - Getting more people from Leicester's BME communities to work for the Council

3a. Community outreach

Win	Action to be taken	Resources & Costs required	Timescales / Frequency	Suggested Lead Officer(s)
<p>Help local people from Leicester's BME Communities to apply for Council jobs.</p> <p>(Experience has shown that the quality of applications submitted from applicants in BME communities is very poor)</p>	<p>Employment Services to consult employee groups on looking at current recruitment policy with a view to developing an effective recruitment strategy.</p> <p>Employment Services and City Strategy to research best practice within other public agencies (eg Police).</p> <p>Develop a joint programme between Employment Services and City Strategy to promote working for the Council at Community Events, incorporating workshops on the application process, utilising existing documentation on completion of application forms produced by City Learning; and IAG and</p>	<p>Staff time for employee group reps to attend a 1 day session / consultation workshop.</p> <p>Officer time to conduct research + consultation with the PAWS – Workforce Representation Working Group.</p> <p>Display stands and production of publicity materials distributed at outreach events delivered by Employment Services in conjunction with City Strategy.</p> <p>Time to liaise with community groups at community events (see Appendix 3b – Talking up the City).</p> <p>City Learning time for</p>	<p>November / December 2008</p> <p>November / December 2008</p> <p>January 2009 - Ongoing</p>	<p>Sam Maher Interim Corporate HR Director</p> <p>Sam Maher Interim Corporate HR Director Manager in conjunction with Paul Murphy, City Strategy Project Manager</p> <p>Lynn Roffee, HR / Recruitment Team Manager in conjunction with Paul Murphy, City Strategy Project Manager and Paul McChrystal, Head of Development and Learning</p>

Win	Action to be taken	Resources & Costs required	Timescales / Frequency	Suggested Lead Officer(s)
	applicant support	modifications to documentation. City Strategy Coordinator + Caseworkers to provide IAG and manage on-going applicant support.		

3b. Talking up the city

Promoting the Council at Community Events.	<p>Lead Team/Officer to find out about appropriate community events to attend in order to promote the Council as an employer. (eg Caribbean Carnival, Belgrave Mela, Abbey Park Show)</p> <p>Lead Team/Officer to plan a calendar of events per year in advance.</p> <p>Lead Team/Officer to organise stalls.</p>	<p>Lead Team/Officer time to collate information.</p> <p>Lead Team/Officer time to create a standard information pack.</p> <p>Time for Lead Officer/Team to attend events.</p> <p>Cost of Publication of Leaflets.</p>	<p>Average two (days) a month.</p> <p>To start Planning now, with a view to attending events from January 2009.</p>	<p>Lynn Roffee, HR/Recruitment Team Manager</p> <p>Paul Murphy, City Strategy Lead Officer</p>
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Win	Action to be taken	Resources & Costs required	Timescales / Frequency	Suggested Lead Officer(s)
	Lead Team/Officer to create a Standard Information Pack, including references to Council offering and to One Leicester etc.			
Encourage all employees and staff groups to get involved in promoting the Council at community events	<p>Provision of the standard information pack (see “Promoting the Council at Community Events.”), along with any other relevant information provided by staff/staff groups.</p> <p>Communications Unit to assist the staff group(s) to produce other relevant information packs.</p> <p>Lead Team/Officer to encourage all employees from LCC to be involved.</p> <p>Lead Officer/Team to create and maintain a contact list of interested</p>	<p>Lead Officer/Team – production and distribution of materials</p> <p>Lead Officer/Team – short briefing to staff involved on Standard Information Pack.</p> <p>Lead Officer/Team to promote this initiative on a monthly basis to all interested employees.</p> <p>Staff involved, getting Time Off In Lieu (TOIL).</p>	Average two (days) a month. To start Planning now, with a view to attending events from January 2009.	<p>Lynn Roffee, HR/Recruitment Team Manager</p> <p>Mark Bentley, Head of Communications</p> <p>Lynn Roffee, HR/Recruitment Team Manager</p>

Win	Action to be taken	Resources & Costs required	Timescales / Frequency	Suggested Lead Officer(s)
	<p>employees/staff groups.</p> <p>Lead Officer/Team to publicise community events to interested employees/staff groups.</p>			
<p>Develop a 'bring a young BME person to work' initiative whereby managers and staff would host BME young people for a day and show them what working for the Council would be like.</p>	<p>Employment Service to create program.</p> <p>Employment Service to promote program /initiative and liaise with schools, local community groups and LCC employees</p> <p>Production of an information pack that they could take away.</p>	<p>Employment Service time to create and promote programme, and produce information pack.</p>	<p>Employment Service to start creating programme in Nov 2009.</p> <p>Employment Service to start promoting from March 2009.</p> <p>Employment Service invite young BME in June 2009.</p>	<p>Head of Employment Service</p>