Leicester
City Council

CABINET   **11 May 2009**
_____

Progress on Black Workers Group Report on Workforce Representation
_____

Report of the Director of Human Resources

1.   Purpose of Report

1.1   To update Cabinet on the work that has been undertaken across the organisation in order to progress the 'quick wins' identified in the 1st October 2008 Black Workers Group Report on Workforce Representation.

1.2   To present to Cabinet the Reach Higher Programme that has been developed by the Black Workers Groups to address the significant under-representation of BME staff at senior management level within the Council.

2.   Recommendation

2.1   That Cabinet note the work that has taken place to progress BME workforce representation.

2.2   That Cabinet endorse the Reach Higher Programme and the proposals for its implementation.

3.   Context

3.1   It is important that the Council's workforce reflects the communities it serves. Residents have told us that they want to deal with staff who understand their particular needs and 'are like them'. A diverse workforce also supports community cohesion. The 2008 IPSOS MORI residents survey found that a third of the participants said that the workplace was where they met and talked with people of different ethnic origins (second only to shops). Therefore, in order for the Council to be successful in understanding and responding to the needs of its residents, and contribute to promoting good relations within the city, it must improve the overall diversity and representativeness of its staff.

3.2   However, improving diversity and representation does not mean just focusing on Black and Minority Ethnic staff. The concept of diversity covers other social and personal contexts: age, gender, disability, religion or belief and sexual orientation. Therefore, improving diversity in the workplace to reflect the city's diverse communities requires the Council to also identify and address potential barriers preventing people from other diversity groups from becoming Council employees and flourishing in their jobs. Work

1

has begun with the Disabled Employees Group to reflect upon the experience of the Council's disabled workers and assess the Council's ability to support and promote their interests and needs in the workplace. The significant level of under-reporting of staff who identify themselves as disabled, compared to the population as a whole, suggests that there are organisational and cultural issues that need to be addressed. Work will soon start with the Lesbian, Gay, Bisexual and Trans Gender Employees Group on the issues they experience within the workplace and the need for organisational recognition of the value they contribute as members of staff. Throughout the summer, the engagement of staff on gender, age and faith issues in the workplace will commence, enabling the Council to build a composite picture of the diversity issues it must address, and give direction as to how best to engage with its staff in order to ensure that understanding and appreciation of diversity is a cornerstone of Council practice.

3.3 The October 2008 Black Workers Group report on workforce representation highlighted a number of issues for the Council to address and also presented a range of 'quick wins' suggesting actions to take. This report presents an update on that work (Section 4). The October report also highlighted the importance of having BME senior management. This report presents the action taken to address under-representation for recent recruitment to the three Strategic Director posts (Section 6).

4. Work undertaken by the Black Workers Groups

4.1 The main piece of work undertaken by the BWGs has been the development of a Reach Higher Programme which delivers training and mentoring support to staff chosen to act as Voluntary Directors. The Reach Higher Programme will be part of the emerging Talent Management Strategy contained within the Pay and Workforce Strategy and funded out of currently available City Learning resources.

4.2 The initiative is delivered in phases, and Phase 1 is aimed at addressing the low level of BME staff at senior management level. A fuller description of the Programme and its proposed implementation is presented in Section 4 of this report.

4.3 A proposal for a future phase of the Reach Higher programme will be developed for BME staff who have the ability to become managers. Additional external funding for this phase of the programme, to support 20 BME staff will be sought. It is envisioned that the staff selected for this phase will then go on to become Voluntary Heads of Service (an initiative proposed by the BWG in the October 2008 report to Cabinet).

4.4 Representatives of the various BWGs currently attend a number of different corporate groups to ensure that BME workforce issues are being adequately addressed:

- Workforce Representation Working Group

- Corporate Equality Strategy Group (along with representatives from all other equality related employee groups)

- Departmental management teams

- Delivering Excellence Reference Group.

4.5   The various BWGs continue to raise awareness among their members of training and development opportunities available through City Learning and signpost how to access them through their peer support network. Appendix 1 presents an update of the 'quick wins' presented in the October 2008 BWG report on improving workforce representation which includes specific actions being undertaken by the BWGs.

4.6   The BWGs will be surveying BME staff across the organisation in May and June, repeating and building on the questions asked in the original survey last year to get a fuller picture of the issues still to be addressed around BME workforce representation within the organisation. The findings of the BME staff survey will be reported to Cabinet in their September 2009 progress report and will indicate the degree to which there has been a shift in perceptions among Black staff of their progression opportunities as a result of the work being undertaken.

5.   Reach Higher Programme

5.1   The Reach Higher Programme has been developed by several representatives from the BWGs in response to the earlier endorsement by Cabinet and by Council to the existing Voluntary Director scheme developed by Regeneration and Culture, in consultation with City Learning, the Director of Human Resources and her management team, and the Workforce Representation Working Group. The initiative has expanded to include a personal development programme of learning and support in addition to the opportunity to attend senior management team meetings for the 6 Voluntary Directors. Because of its origins, the first cohort of Voluntary Directors will focus on Black staff in response to the significant under-representation of Black staff at senior management levels, but the intention is that the next and subsequent cohorts of Voluntary Directors be widened to include consideration of all staff identified as rising senior managers through the Talent Management Strategy in keeping with the development of an inclusive workforce as highlighted in the October 2008 report.

5.2   The proposal is that the Chief Operating Officer, the Strategic Director for Development, Culture and Regeneration, the Strategic Director of Public Health, the Strategic Director for Children, the Strategic Director for Adults and Communities and the Director for Change and Programme Management will each champion a Voluntary Director. Their overall responsibility will be to provide them with support and direction as well as facilitate their attendance at appropriate Board meetings. The BWGs will be responsible for compiling and undertaking briefings for each of the Strategic Directors beforehand on the nature of their task, expectations regarding their involvement and outcomes for the individual Voluntary Directors. A detailed programme specification detailing selection and personal learning and development opportunities for candidates has been developed and is presented in Appendix 2 along with a person specification for the Voluntary Directors presented in Appendix 3.

5.3   The timetable for the implementation of the first cohort of the Reach Higher Programme is as follows:

Action to be taken	Date	Officers responsible

Promotion of the Reach Higher Programme and first cohort of Voluntary Directors	May 2009	Workforce Representation Working Group
Recruitment of Voluntary Directors	June 2009	Employment Service Centre
Selection of Voluntary Directors	End June 2009	Director of HR & BWG
Induction of Voluntary Directors	July/August 2009	City Learning
Briefing of Strategic Directors	Beginning September 2009	BWG
Launch & commencement of Reach Higher Programme	Mid September 2009	BWG & Strategic Directors
6 month progress report on Reach Higher Programme	March 2010	BWG
Revised specification for inclusive Reach Higher Programme	March 2010	BWG

6. Recruitment of Strategic Director posts

6.1 The Employees Committees for each of the Strategic Director posts were concerned that the candidates were not reflective of the diversity of the city. Therefore, they agreed that the recruitment process would be delayed to allow for targeted executive search activities to be carried out to enrich the candidate pool. Two recruitment agencies were used: one specialising in children's and adults' services, the other specialising in local government with a significant breadth of coverage of that market.

6.2 The recruitment agency aimed at enhancing the pool of candidates for the Children's Strategic Director post stated that the national market for existing director and assistant director BME staff was extremely limited – only 2 in the country. The additional recruitment activity improved the calibre and number of candidates for consideration, but unfortunately did not improve the diversity of the candidates.

6.3 The executive search action undertaken for the Strategic Director for Adults and Communities resulted in 4 additional candidates being put forward for consideration, 3 of whom were from BME backgrounds. Of the 4 candidates shortlisted, 2 were from BME backgrounds, and one BME candidate was taken forward to final interview.

6.4 There was a larger pool of potential candidates for the post of Strategic Director for Development, Culture and Regeneration. The executive search resulted in an additional 4 potential candidates for consideration, 3 of whom were from BME backgrounds. One of the BME candidates did not go forward as a result of the technical assessments, and another BME candidate withdrew because of personal circumstances leading to them not being able to change work location. The only BME candidate to go forward to the assessment centre also withdrew their application because their employer offered incentives to stay. Therefore, there were no BME candidates shortlisted.

6.5 Although significant actions were taken to expand the pool of BME candidates, for various reasons as explained above, no BME candidate was appointed to the Strategic Director posts. However, the experience of using the recruitment agencies has given the Council more detailed knowledge of the national market for BME senior managers and the contacts made by the agencies have increased the profile of the Council as a potential future employer of choice. The executive searches will enable the Council to begin to identify a future talent pool of potential candidates that it can maintain a relationship with, thereby enabling it to continue a targeted approach to its recruitment of senior managers.

7. Work undertaken by Human Resources

7.1 The new Pay and Workforce Strategy positions workforce representation as a key organisational and business priority. The links between this and other strategy strands such as organisational, leadership and skills development, and recruitment and retention, will be clarified as part of the implementation of the strategy.

7.2 Work on the development of a smaller rule book has progressed. The revised recruitment and selection policy includes secondments and in future all secondments will be advertised centrally through the Employment Service Centre. This will enable recruitment trends for secondments to be monitored. A review of practice over the last six months showed that only 10 posts were recruited through the Employment Service Centre. During 2007/08, 65 secondments and 43 acting up recipients were identified, giving an indication of the small proportion of positions being widely advertised. The above review of practice also revealed that 4 out of 6 advertised secondments sampled were not filled following interview, and that there was significant variation between interview notes on whether candidates had 'minimally met' and 'not met' criteria. These findings suggest that when training is rolled out to managers as a result of the revised recruitment and selection policy, that it also includes training for managers to be able to justify their recruitment exercises.

7.3 The Workforce Representation Working Group has been developing an organisational framework for analysing and monitoring progress in workforce representation. Their approach has been to evidence the perceptions of staff and then recommend remedial action where required.

7.4 Further development on employment performance management has taken place. The data gaps identified in the September 2008 report to Corporate Directors Board have been addressed through a data capture exercise currently taking place, plugging known gaps for ethnicity and disability information. With a more robust database, the first of an annual employment monitoring report will be produced in May, presenting an overview of representation across the Council along with an analysis of employment trends. This analysis will inform the development of specific workforce targets and indicators for service directors to address under-representation within their service areas. A schools workforce census will be carried out in the autumn, enabling us to plug the substantial information gaps in their current workforce profile.

7.5 Human Resources staff have continued to work with BWG members to ensure that Council practice is appropriate and transparent. The BWG met with the recruiters for the Strategic Directors posts and learned of their approach to ensure that shortlisted panels

were sufficiently diverse. As mentioned above, City Learning worked with the BWG in the development of the Reach Higher Programme, and the developers met with Human Resources Management Team to share views on their approach.

7.6 The recruitment team has continued with its community outreach work. They have gone out to community events and recruitment fairs in St. Matthews, Braunstone, Belgrave and New Parks, along with other recruitment events around the city such as Next Step fairs, the Springboard fair targeting university graduates, and Business2Business events across the city. They have also begun developing joint initiatives for vulnerable groups. They are working with APEX, advising lone parents on the benefits available to them from flexible working conditions with the Council, and have been approached by HRMP Ranby and HRMP Glen Parva to develop initiatives that enable offenders to get into work upon their release. This builds on the successful work they have already been doing with Remploy on getting learning disabled people into work. The recruitment team are members of the Leicestershire Compact through which work on employee assisted posts is taking place. The Council has been actively sharing its good practice with other public sector agencies through this forum. The recruitment team has also developed new partnership working arrangements with Job Centre Plus which will enable it to more effectively address the issue of 'job readiness' for prospective community employees. The original BWG report identified the problem of local people not being able to understand or complete forms. There is the potential of Job Centre Plus working with prospective local people in order to ensure they are 'work ready' and this would include their familiarisation with the requirements of our recruitment process.

8. Conclusion

8.1 As this brief overview indicates, there has been substantial activity in progressing a wide range of initiatives aimed at improving workforce representation for BME employees and responding to the issues raised in the October 2008 BWG report. The Employment Monitoring Report that will be produced in May, will give an accurate picture of the Council's current workforce profile, and will be a robust benchmark against which to assess improvements in representation over time.

8.2 The BWGs have continued to lead on developing an innovative 'bottom up' approach to addressing workforce representation issues with their proposal for the Reach Higher Programme. The championing of this programme by members of the Strategic Board will demonstrate to staff across the authority their commitment to improving workforce representation for BME staff in the first instance, and in time, to an inclusive workforce. The continued support from Cabinet also demonstrates their commitment to this agenda.

9. Report Authors / Officers to contact:

Shilpa Arya
Senior Human Resources Advisor
Pay and Workforce Strategy
Ext. 297061

Simon Ighofose

Vice Chair Regeneration & Culture Black Workers Group
Ext. 297379

Irene Kszyk
Head of Equalities
Ext. 297164

Key Decision	No
Reason	N/A
Appeared in Forward Plan	N/A
Executive or Council Decision	Executive (Cabinet)

Update on progress against 'quick wins' to improve workforce representation identified in the October 2008 BWG report

Ref.	'Quick win' from September 2008 report	Action that has been taken
1.1	Introduction of the Voluntary Director Scheme at Corporate Directors Board and each departmental DMT (x5 Voluntary Directors per year)	All departments now have Black Workers Groups (the official launch of the CXO/Resources BWG will be 2 April 2009). Voluntary Directors will be recruited now that a Person Specification has been developed.
1.2	Introduction of Voluntary Head Of Service Scheme at each SMT (x23 Voluntary Heads Of Service per year)	A different approach will be taken for the introduction of Voluntary Heads of Service. The first step will be the identification of a pool of Black staff who have the ability to become managers through the Council's Talent Management Strategy, and then as part of their development, provide them with the opportunity to become Voluntary Heads of Service.
1.3	Management Teams taking responsibility for promoting, encouraging and monitoring the delivery of workforce representation initiatives within the Council	Management teams have actively promoted and considered how to progress improved workforce representation in their departments, working with their respective departmental equality forums.

There has been a request for more corporate direction on what they should be doing.

The new Pay and Workforce Strategy places workforce representation within a broader context, linking it to other initiatives such as talent management and succession planning. The production of the smaller HR rulebook refreshes guidance on the recruitment process to inform practice within departments.

The Workforce Representation Working Party has been developing the infrastructure for supporting workforce representation initiatives, including the establishment of a performance management framework. This will assist departments in monitoring representation across their services. On the basis of this work, targets for BME representation will be developed. |
| 1.4 | Developing BME senior managers (x5 Voluntary Directors and x23 | The Reach Higher programme has been developed for Voluntary Directors as the first phase of a programme to address low senior management |

Ref.	'Quick win' from September 2008 report	Action that has been taken
	Voluntary Heads Of Service per year)	representation by BME staff.
1.5	Developing a positive attitude among white managers to supporting BME staff career progression into management / senior management	The BWG staff survey scheduled for May/June 2009 will question BME staff on whether their managers have been more supportive regarding their personal development/career progression. This will provide an indication of whether managers are more positive about BME staff career development/progression.
1.6	Agree Corporate measures / targets and monitor performance over 5 years (for the period Jan 2008 to Dec 2013)	More detailed analysis of current workforce structure and profile is required in order to identify specific targets. The annual employment monitoring report will provide trend analysis to inform target development/review.
2.1	Development of A&H and CYPS BWG 'Climbing the ladder' programme of workshops for Black staff. Six half day workshops for minimum of 300 Black Staff from all Council departments. Target groups - Manual staff, aspiring and existing managers and aspiring senior managers.	A&H and CYPS BWG have developed a programme of 6 development workshops (from May onwards) for Black workers across the Council. The one outstanding issue is the need for funding for the workshops including external trainers who have been identified to facilitate the various workshops. The BWG will be approaching City Learning shortly for funding to deliver the workshops.
2.2	Continue to develop a peer support network/mechanism that contributes to raising staff aspiration and confidence.	This is an integral part of the work undertaken by all BWGs. The A&H and CYPS BWG is aiming to monitor outcomes in future to ensure that these objectives are being met.
2.3	Release Black staff for development at monthly A&H and CYPS BWG meetings.	This issue was raised at the recent BWG conference. For those staff who had never attended or attended less than 5 times during the year, 41% cited workload pressures as being the reason for limited attendance, followed by not being aware of BWG meetings, and manager's being unable to release them. The need to balance attendance versus the day to day needs of the service remains a key issue to monitor.
2.4	Provide resources for A&H and CYPS BWG core group and R&C BWG steering group to coordinate and manage the work programs	The current resources are sufficient for the A&H and CYPS BWG core group. The core group will have a training and development day on 27 March. However, no resources are being provided to support R&C BWG steering group. Resources have been provided for the launch of the CXO &

Ref.	'Quick win' from September 2008 report	Action that has been taken
		Resources BWG which will take place 2 April 09.
2.5	Provision of ILM 2 and 3 Programmes for all Black staff	The existing ILM programmes are available to all staff. Those Black staff appointed to the Volunteer Director Programme will automatically be selected to the ILM programme where the need is identified through the career coaching exercise.
2.6	Increase opportunities for staff to obtain vocational degree qualifications.	Again, vocational degree qualifications are made available to all staff. The Volunteer Director Scheme will automatically fast track appointees to the vocational qualification route where identified through the career coaching exercise.
2.7	Establishment of Performance Indicators. Measure the number of black staff receiving development opportunities and gaining promotion. to encourage Managers to consider work force representation at every stage of the journey of employment	An annual employment monitoring report will provide trend analysis to inform indicator/target development/review and will present analysis of recruitment profiles. First report to be produced in May 2009. The development of additional HR performance indicators will be informed by this trend analysis. Workforce Representation Working Group is establishing a performance management framework to inform how managers should be monitoring their representation.
2.8	Annual Questionnaire to Black Staff on Organisational Issues and Barriers	The BME staff survey will take place in May/June 2009.
2.9	Promoting managerial responsibility for Staff Career development.	Managers already have responsibility for staff career development. The issue arising from the work of the BWG is the perception that this is not being actively promoted with their BME staff. The inclusion of workforce representation as a major organisational objective within key strategies such as the Pay and Workforce Strategy, the developing Corporate Plan, and corporate Equality Schemes, along with more active performance management of employment indicators, will reinforce the need for managerial commitment.
2.10	Improved access to all training programmes. For all staff across the council	This is central to workforce development promoted within the new Pay and Workforce Strategy.
2.11	Lunch time career talks & help in applying for jobs. Provide opportunities for all staff to hear about the personal stories of others who have	The A&H and CYPS BWG send out information to their members when they become aware of training opportunities in City Learning. The aim is to empower people through these communication channels.

Ref.	'Quick win' from September 2008 report	Action that has been taken
	achieved success in their careers. Provide informal help and support to all staff in applying for jobs.	The BWG had Black managers attending their workshops last year and this year, to talk about how they had progressed in their careers, the challenges that they encountered along the way.
2.12	Make Secondment (or Acting Up) Opportunities more widely available.	This is addressed in the revised shorter recruitment policy. All secondments and acting up positions to be administered through the Employment Service Centre as is the case with all other recruitment. This will enable applicants and successful candidates to be monitored.
2.13	Use short/long term 'job swaps' enabling ANY staff to experience working in other sections of the Council.	This needs detailed consideration as part of the implementation of the Pay and Workforce Strategy.
2.14	Developing Staff and Increasing Skill Sets. Provide more flexible and shorter 'acting up' opportunities .	This needs detailed consideration as part of the implementation of the Pay and Workforce Strategy.
2.15	Development of corporate mentoring/coaching programme for staff.	Regeneration & Culture have developed a pilot mentoring programme for 5 of its BME female staff. The development of a corporate mentoring/coaching programme and the resources required to support it would need to be considered within the context of the new Pay and Workforce Strategy.
2.16	Raise awareness for all employees about Workforce Representation and the links with One Leicester priorities.	One route for raising awareness is by promoting the business case for workforce representation in key corporate strategies. The following has taken place: - The new Pay and Workforce Strategy features the importance of workforce representation - The draft Corporate Plan will have a statement on the Council's approach to equality, diversity and cohesion which will cite the importance of workforce representation - The draft Equality and Diversity Scheme features workforce representation as a key equality priority. The highlighting of workforce representation in an annual employment monitoring report will enable corporate and Member scrutiny of progress.

Ref.	'Quick win' from September 2008 report	Action that has been taken
		The continued dialogue with employee groups enables issues affecting workforce representation to be identified and addressed, thus promoting good practice in regard to our Duty to Involve.
2.17	Enable all Job Applicants to have clearer information on how to complete the Application Forms.	Once the new recruitment policy is agreed, HR will review of the current guidelines and advice and revise them accordingly.
2.18	Raise awareness of how the recruitment process operates.	The recruitment team do go out to a number of local recruitment events. However, many people do not understand how to fill in an application form. This raises the issue of job readiness and the need for pre-employment training ('routeways into employment'). Now that the Council is working with Job Centre Plus, they will be able to track if people are job ready.
2.19	Strive to remove inequalities in the recruitment process (Increase involvement of black staff throughout the whole recruitment process.)	BWG representatives have met with recruitment managers to discuss current practice – such as the recruitment of Strategic Directors. This revealed excellent practice whereby shortlists included 50% candidates from a diverse background. Initiatives such as this need to be communicated across the organisation to inform managers about to recruit.
2.20	Identify staff with unknown Ethnicity (predominantly CYPS – 3000 staff approx.)	A data capture exercise targeting known gaps in ethnicity and disability information is taking place, due to end in March. A schools workforce census will take place in the autumn, addressing their information gaps.
2.21	Improved feedback within the recruitment process for unsuccessful candidates	Existing provisions for feedback require review as part of the smaller rule book review of recruitment and selection.
2.22	Establishment of a Full Time "Staff Support/Complaints Officer" who would look into minor disputes to avoid grievances, and 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; and conduct Exit Interviews. Assist in Recruitment Interviews	The revised shorter grievance, harassment and discrimination policy addresses many of these concerns. Draft is being consulted on and includes, for example, strong emphasis on mediation services. Review of recruitment and selection concluded on ongoing need for balanced panels and for this to be monitored, reported and analysed for impact. In keeping with our Disability Equality Scheme, assistance for declared disabled people during recruitment interviews in the form of an independent person should be provided. Consideration would have to be given to the need for the extension of this

Ref.	'Quick win' from September 2008 report	Action that has been taken
	as an Independent Person	provision to other equality groups.
2.23	Produce action plans to progress workforce representation.	Workforce Representation Working Group will be working with departmental equality forums and Departmental management teams to develop targets and action plans specific to services when data capture exercise to address gaps is completed.
2.24	Understand our recruitment trends more fully and take appropriate action.	Annual employment monitoring report will provide trend analysis to inform indicator/target development/review. Monitoring report will present analysis of recruitment profiles. First report to be produced in April 2009.
2.25	Recruit some posts based on attitude and aptitude rather than experience and specific skills	Some posts (in Leisure Services) have already been filled this way. The experience is there. The promotion of more innovative practice is an issue for corporate consideration along with the resources required to guide managers in managing these recruitment processes themselves.
2.26	Improved testing and assessment techniques in the recruitment process	Access to external testing and assessment techniques is already available to managers if they wish to use them to help in their recruitment process. The promotion of more innovative practice is an issue for corporate consideration along with the resources required to guide managers in managing these recruitment processes themselves.
3.1	Help local people from Leicester's BME communities to apply for Council jobs. Experience has shown they don't know how to fill in forms correctly.	The recruitment team do go out to a number of local recruitment events. However, many people do not understand how to fill in an application form. This raises the issue of job readiness and the need for pre-employment training ('routeways into employment'). Now that the Council is working with Job Centre Plus, they will be able to track if people are job ready.
3.2	Promoting the Council at Community Events.	The recruitment team have gone out to local neighbourhood centres and community events across the city. They have also gone to larger recruitment events, such as the recent recruitment fair held at Walkers Stadium. There are also two new Employment Centres which post jobs available locally. The Council has been involved in training their staff about our recruitment process.
3.3	Encourage all employees and staff groups to get involved in promoting the Council at community events	The recruitment team provide resources to enable employees and staff groups to promote the Council as an employer at community events.
3.4	Develop a 'bring a young BME person to work' initiative	Mini version has been done through community cohesion sponsored event where a group of young

Ref.	'Quick win' from September 2008 report	Action that has been taken
	whereby managers and staff would host BME young people for a day and show them what working for the Council would be like.	people were brought in. Opportunity for this to be done on a small scale is already there – up to managers and individual members of staff to promote and support it.

Specification for the Reach Higher Programme

Target Group for first cohort of Voluntary Directors
BME officers who want to reach higher in the organisation that can demonstrate they meet the Reach Higher candidate criteria.

Introduction
This opportunity will be offered to 6 BME officers. Each successful candidate will be supported individually through a tailored personal development plan.

Applicants need to come to this with a very high commitment to their own development. Candidates will appreciate that their manager is also an important part of their development and will play an integral role in all aspects of their learning.

How will it work?

1. Promotion	Time line/Resource/cost
• A range of communication channels will be mobilised to invite applicants to apply to the programme. • A dedicated "Open Day" drop-in session on A7 will be held to encourage staff to come and ask questions about the programme and provide help to those seeking assistance with submitting an application. • Line managers will be consulted to confirm their support for candidate applications.	1 month City learning, BWG **Within current resources**
2. Person Specification	
• This includes criteria that define the target audience for the programme as agreed by BWG in consultation with HRMT and WRWG. • Uses descriptive, contextual and encouraging language aimed at effectively promoting the	**Within current resources**

opportunity to Black staff, especially women	
3. Selection Process	
• Short listing candidates • 2 day assessment centre • Interview	Led by Director of Human Resources with BWG and Employment Service Centre **<u>Within current resources</u>**
4. Voluntary Director Role	**Time line/Resource/cost**
• The primary aim is to ensure that candidates gain appreciation of, and contribute to the Council's strategic decision making process at a strategic level will be maintained throughout. • Volunteer Directors will add value to the Council's strategic decision making process at Strategic Board level and this should be maintained throughout. • Candidates will undertake regular debriefings with their Strategic Director / Director to reflect on their progress and identify further development opportunities.	1 year Facilitated by Strategic Directors **<u>Within current resources</u>**
5. Strategic Directors Role	**Time line/Resource/cost**
• To support, direct and facilitate the attendance of Voluntary Directors at relevant Board meetings. • To provide regular briefings and feedback on progress. • To complete an evaluation of the Voluntary Director at the end of their year in post.	1 year Facilitated by Strategic Directors
6. Identification of individual learning needs.	**Time line/Resource/cost**
• All successful applicants will complete a thorough assessment of training needs which will comprise a 360° Assessment benchmarked against the senior management competencies. • Psychometric profiling. • Feedback by Cygnet & City Learning.	Cygnet £2k City Learning Within the first month of programme **<u>Within current resources</u>**
7. Mentor	**Time line/Resource/cost**
Each person will be assigned a Mentor. The Mentor will be at Tier Three or above and will provide support particularly in terms of their contribution as a Voluntary Director and the leadership issues which flow from that. Mentors and mentees will receive training and ongoing support to ensure effectiveness	1 Year. Resources: Time of Mentor **<u>Within current resources</u>**
8. Career Coach	**Time line/Resource/cost**
Each candidate will be supported by a Career Coach from City Learning, whose role will be to: • Help candidates to map out their career pathway;	2 Years **<u>Within current resources</u>**

- Identify key career milestones; - Support the learning process by making links with existing internal or external learning initiatives; - Source additional development opportunities; - the Career pathway will be shared with the Mentor to clarify responsibilities and to avoid any overlaps	
9. Personal Development Plan (PDP)	**Time line/Resource/cost**
- This will set out the agreed actions from the 360° process centre. - Candidates & their line managers will discuss actions with input from the Strategic Director, Mentor & Career Coach. - The PDP will be revised / updated on an ongoing basis to take into account new goals as milestones are achieved. - The PDP will ensure that all candidates are job-ready for opportunities in management	2 Years **Within current resources**
10. Individual Programme of Learning	**Time line/Resource/cost**
This will be drawn from a wide range of areas and possible options may include: - Projects identified in the Strategic Director's feedback/briefing sessions. - DET Project Manager Register - Short secondments - Visits to organisations - ILM Programmes - Management Development skills programmes - Post Entry Qualification Training - External Seminars and conferences - Opportunities identified by the manager for development work, - External Short courses - Reflective learning from the mentor/manager/career coach.	2 Years. £15,000 cap from City learning. The rest from sponsoring services, by agreement.
11. Collective Learning	**Time line/Resource/cost**
- This may grow over the year - Mock preparation for senior management recruitment exercise. - All the candidates will attend a day of preparation followed by a day's assessment centre including tests, group assessments and interviews. - Extensive feedback - Working with Elected Members - Business planning - Financial planning	1 Year City Learning **Within current resources**

12. Evaluation	Time line/Resource/cost
• 12 month evaluation through 360° appraisal • 24 month evaluation of Voluntary Director to determine success in performance and development. • Report and presentation ceremony.	2 Years City Learning **Within current resources**

Jobs and Careers

Leicester
City Council

Person Specification

Voluntary Director

Note: This form sets the standard for the persons needed for the Reach Higher Programme and also suggests the questions to be asked at shortlisting and interview stages. The requirements are described using appropriate words. There will not necessarily be an entry in every box. Contra-indicators, i.e., criteria that will prevent consideration for appointment, if any, will be clearly shown.

	Requirements: E = Essential or D = Desirable *Please note that experience from any of the following settings is considered to be relevant:* a team, a function, community or voluntary setting	**E/D**	**Measure ment** Please see below
Skills, Knowledge & Experience Previous experience - consider type, absolute minimum period, depth Do not forget to consider evidence from outside interests and voluntary work Level and type of e.g., oral, written, or number skills or other job-related skills, such as driving What creative or original thought is necessary for the job?	• Experience of effectively managing people projects and change • Literacy skills sufficient to write complex reports • Numeracy skills sufficient to interpret data • Experience of communicating effectively with people at different levels in different settings • Ability to influence people and situations • Ability to work at a strategic level • Experience of problem solving 1. Test prior to shortlisting 2. From application form 3. Test after shortlisting 4. Probing at interview 5. Other	E E E E E E E	2 / 4 3 3 2 / 3 / 4 3 / 4 3 / 4 2 / 3/ 4

	Requirements: E = Essential or D = Desirable *Please note that experience from any of the following settings is considered to be relevant:* a team, a function, community or voluntary setting	E/D	Measurement Please see below
Equal Opportunity	• Must be able to recognise discrimination in its many forms and willing to put the Council's Equality Policies into practice	E	3 / 4
	• Experience of promoting equality and diversity	E	2 / 3 / 4
Qualifications, **Training** Academic Professional Job-Related Training Vocational Training	• Proven track record of personal development	E	2 / 4
Attitude & Motivation In working with other people and serving members of the public, what characteristics are required? What stress or pressure will this job entail?	• Ability to deal with difficult /complex situations / issues	E	3 / 4
	• Experience of dealing with competing and changing priorities over time	E	2 / 4
	• Must be in a position to participate in the full programme i.e. has considered the implications of this role in relation to their service/team	E	2 / 4
Other Unusual hours Travel to and from work / Uniform requirements			

1. Test prior to shortlisting   2. From application form   3. Test after shortlisting   4. Probing at interview   5. Other

Total number of essential criteria measurable from application form   = 7 *Total number of desirable criteria measurable from application form   = 0*

Notes:
Other:
Author Reference: BWG/VOLDIR-PS09   **Date:**   23/02/09