

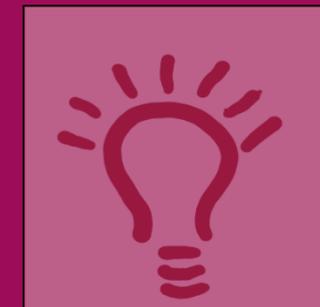


Deputy Directors of HR
Network for London



hpma

#Inclusive HR Toolkit



This is an interactive PDF, use the arrows to navigate yourself through the pages and content.



#InclusiveHR

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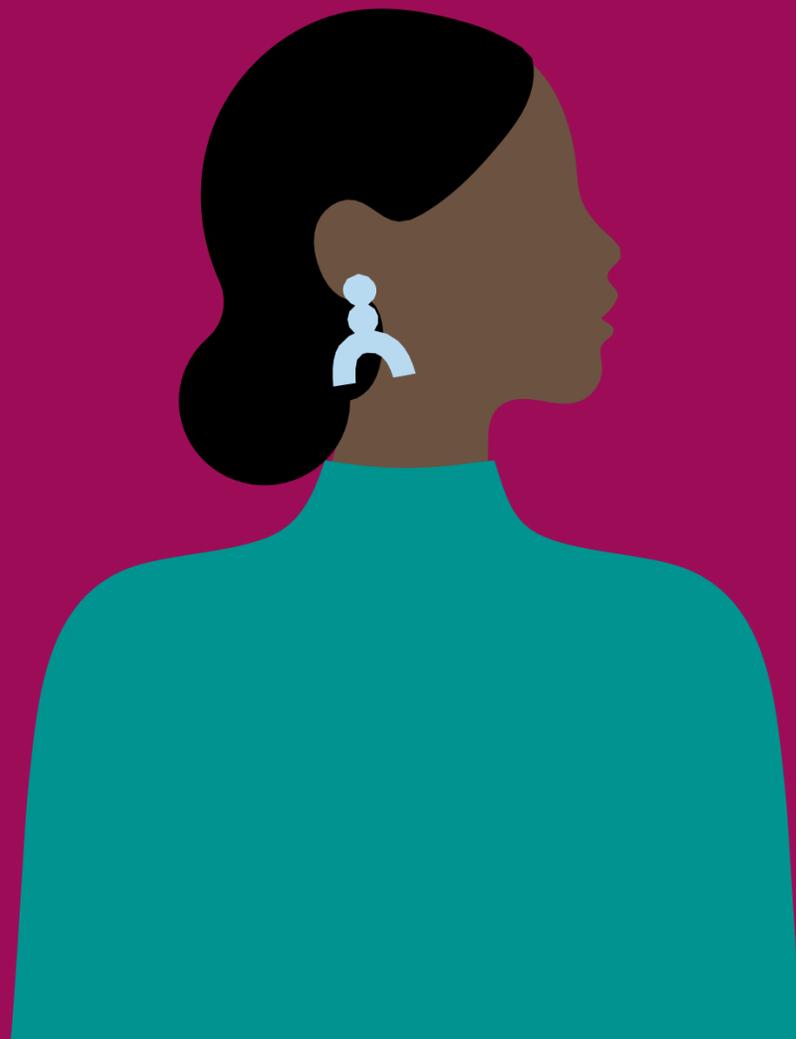
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#InclusiveHR

PART 1

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1

#InclusiveHR has been developed with an ambitious vision and purpose for the people profession in the NHS. We believe that this vision and purpose has the potential to be adopted more broadly across the people profession.



OUR VISION



A social movement for change focused on recognising that the racial inequalities existing in society are replicated in our HR & OD departments. Our focus is on reducing these disparities, becoming more inclusive and leading by example as a profession.



#InclusiveHR



Our Purpose

The people profession will lead by example and become a trailblazer of inclusivity and diversity at all levels. We aim to foster a culture where people professionals experience equality of opportunity in accessing professional development and career planning enabling them to reach their full potential. In doing so, we aim to redress the banding disparities where we currently see a disproportionately higher number of our black, Asian and ethnic minority colleagues employed in more junior roles. This work will lead us to raise the bar across the people profession and lead to a positive step change in the experience of marginalised groups.



Reduce disparities

Become more inclusive

Lead by example

#InclusiveHR

PART 2

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2

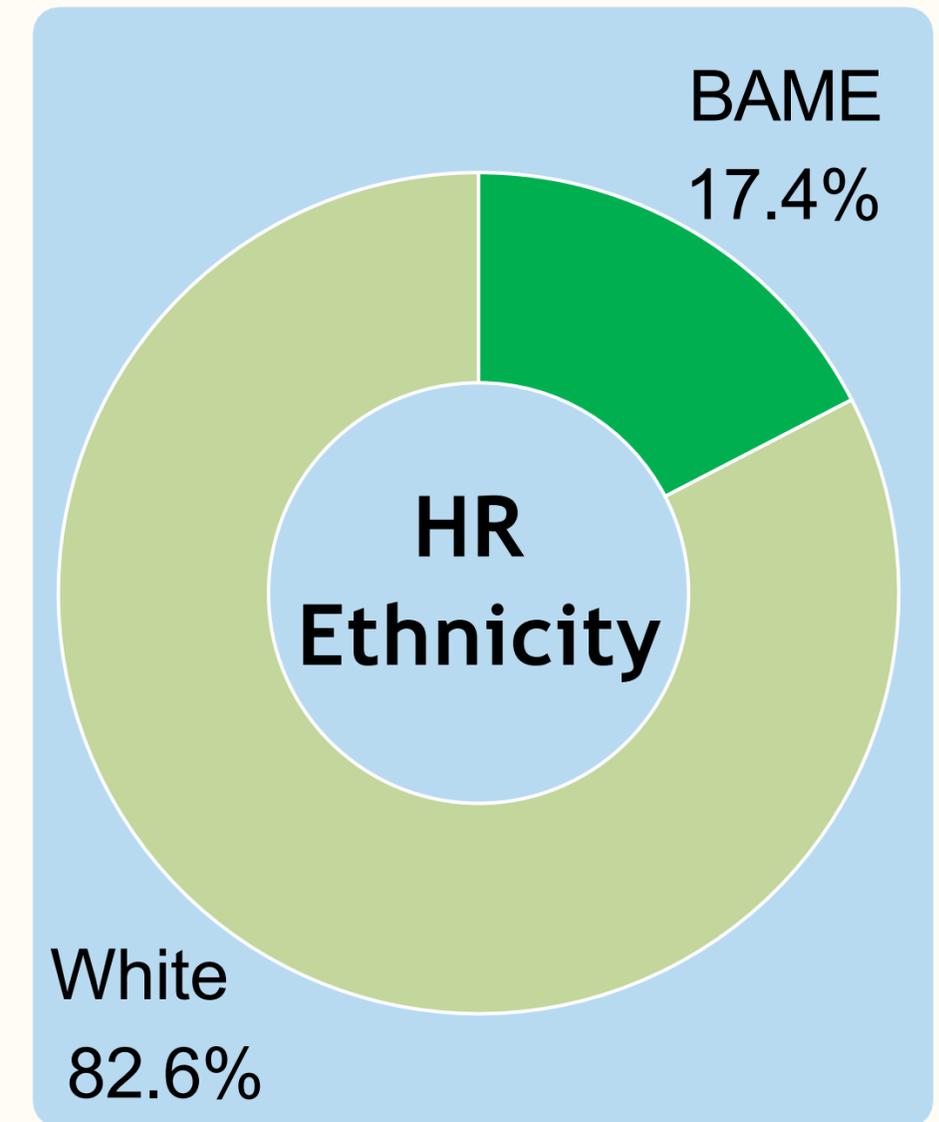
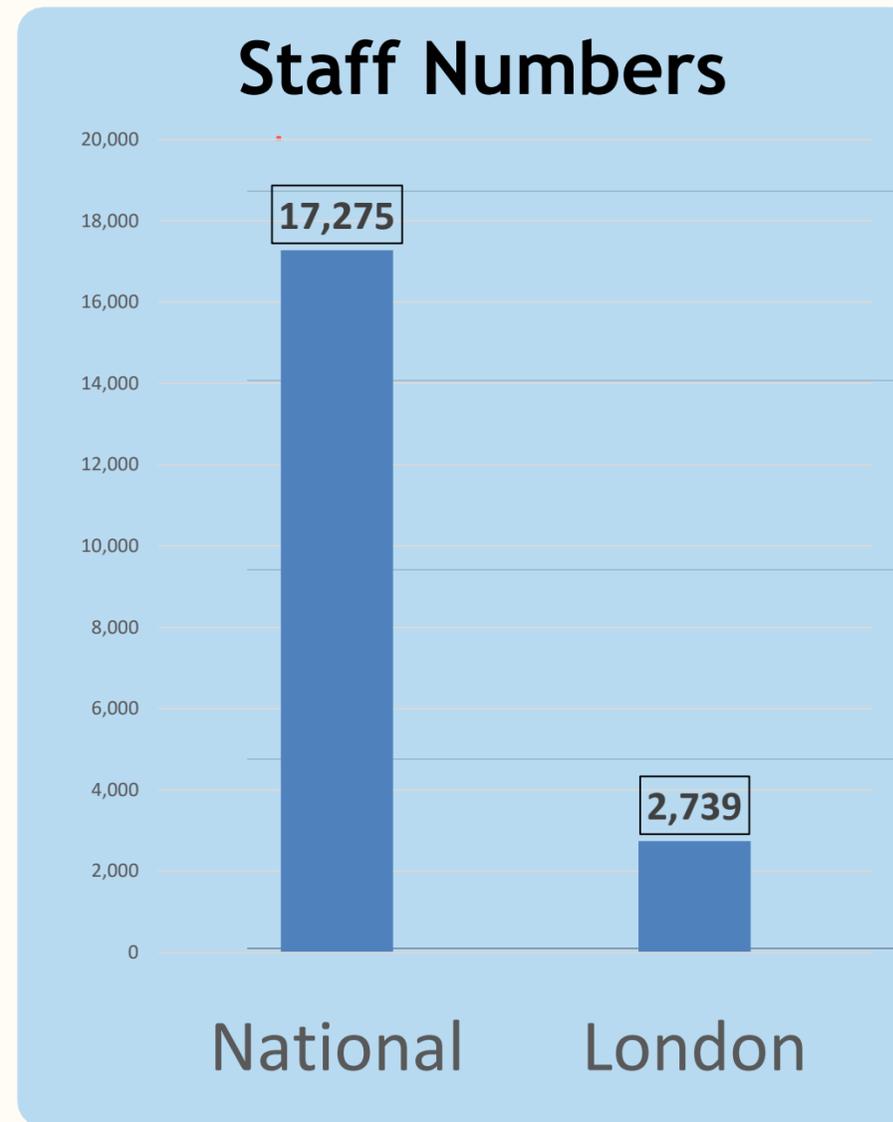
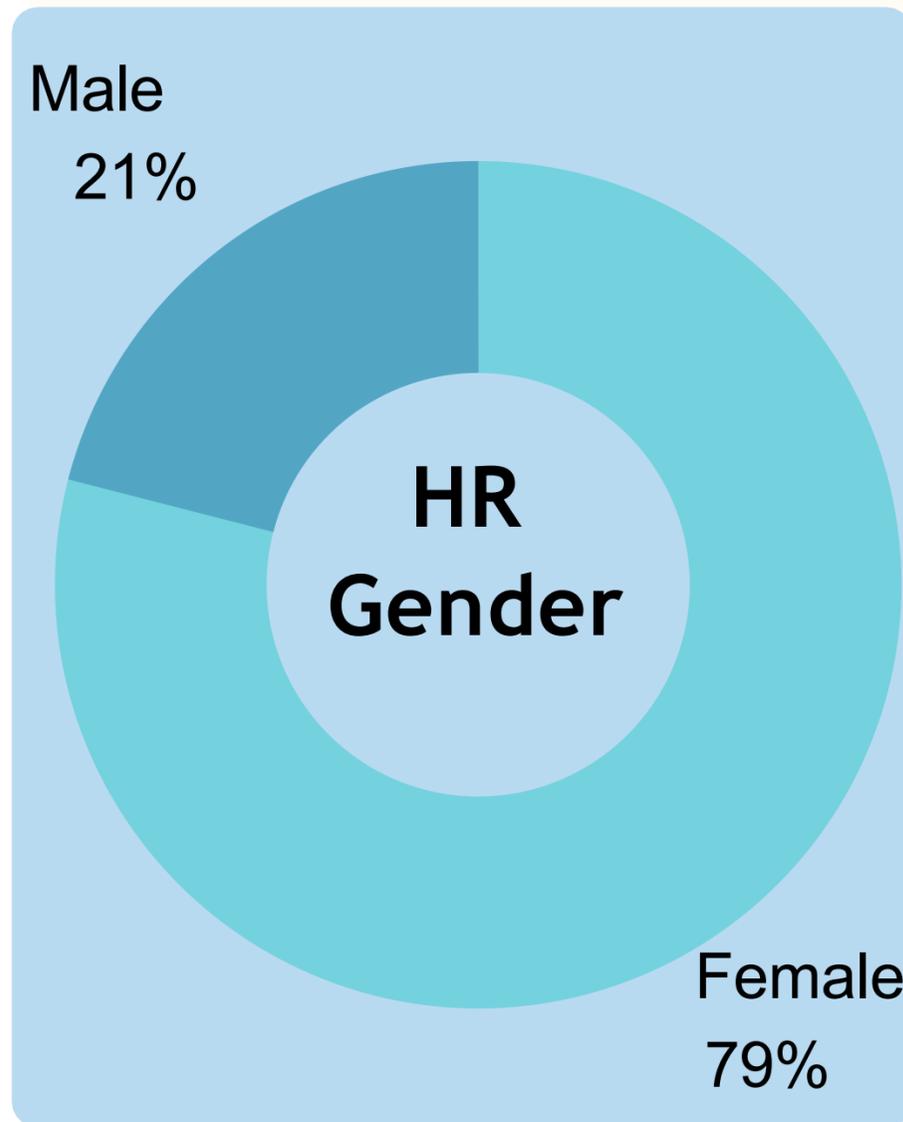
We have collated data on the people profession in the NHS to provide a current baseline. This illustrates the banding disparity that exists in each region of the country. Black, Asian and minority ethnic people professionals are under represented in more senior roles.



National NHS Human Resources Staff



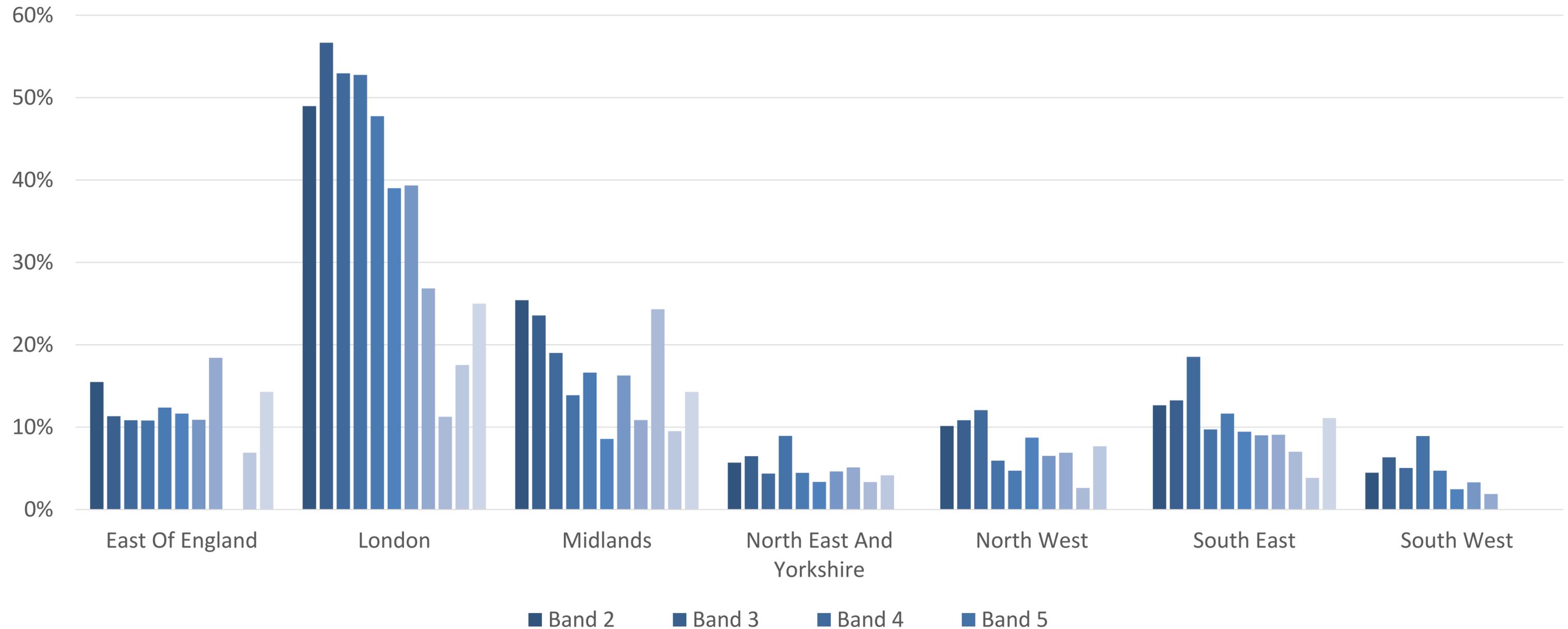
Baseline data from October 2021 - there were 17,275 Human Resources Staff on ESR:



National NHS Human Resources Staff



Baseline data from 2020 shows a decreasing percentage of black, Asian & minority ethnic people professionals in higher pay bands across the NHS.



■ Band 2 ■ Band 3 ■ Band 4 ■ Band 5



Data Dashboard

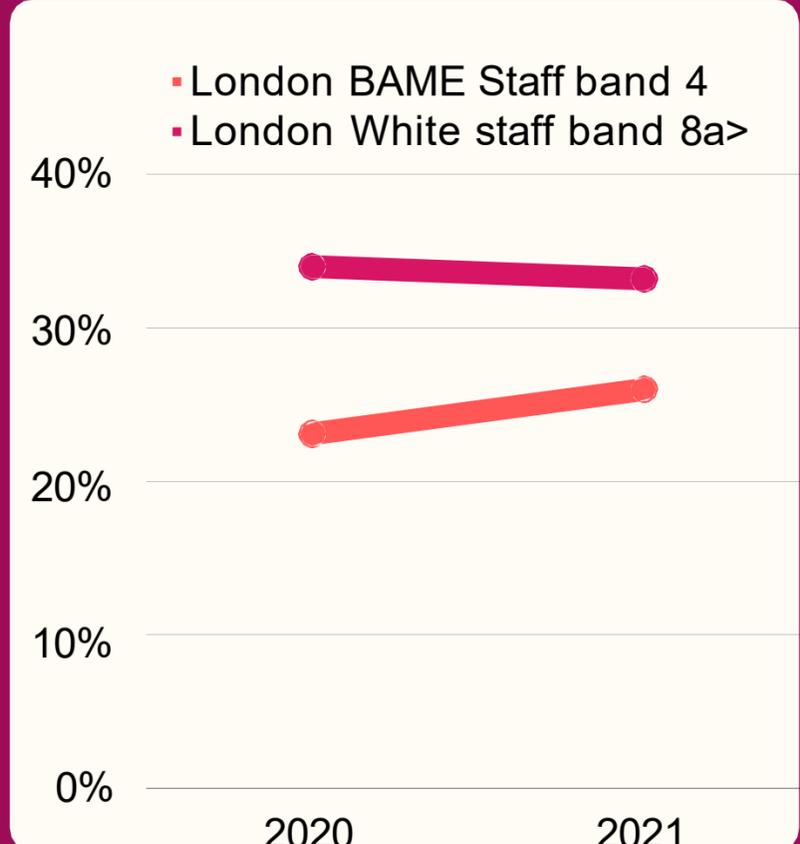
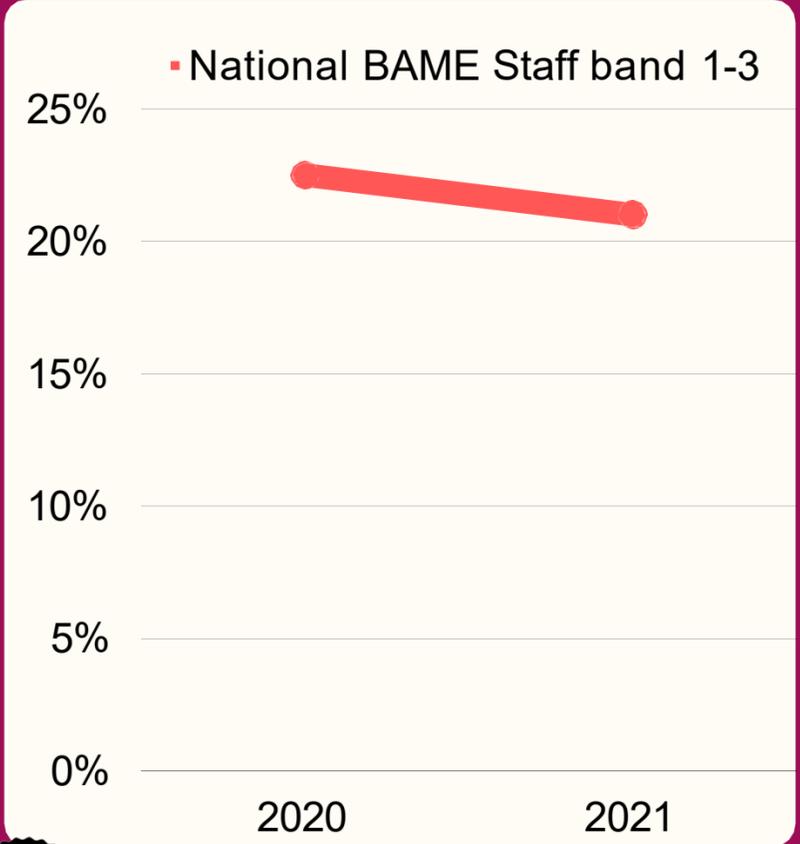
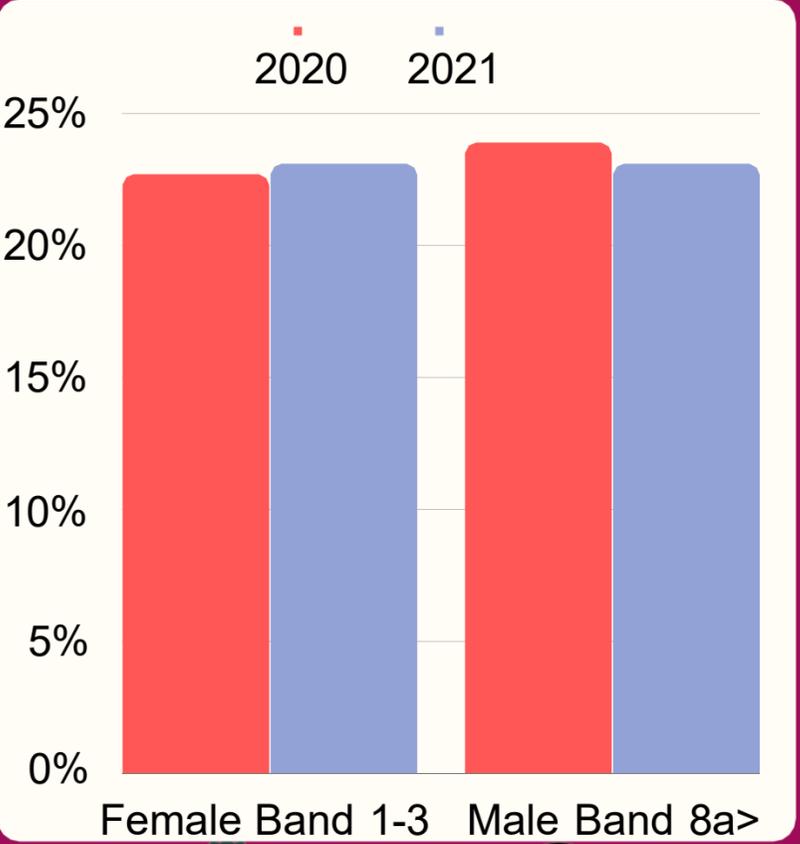
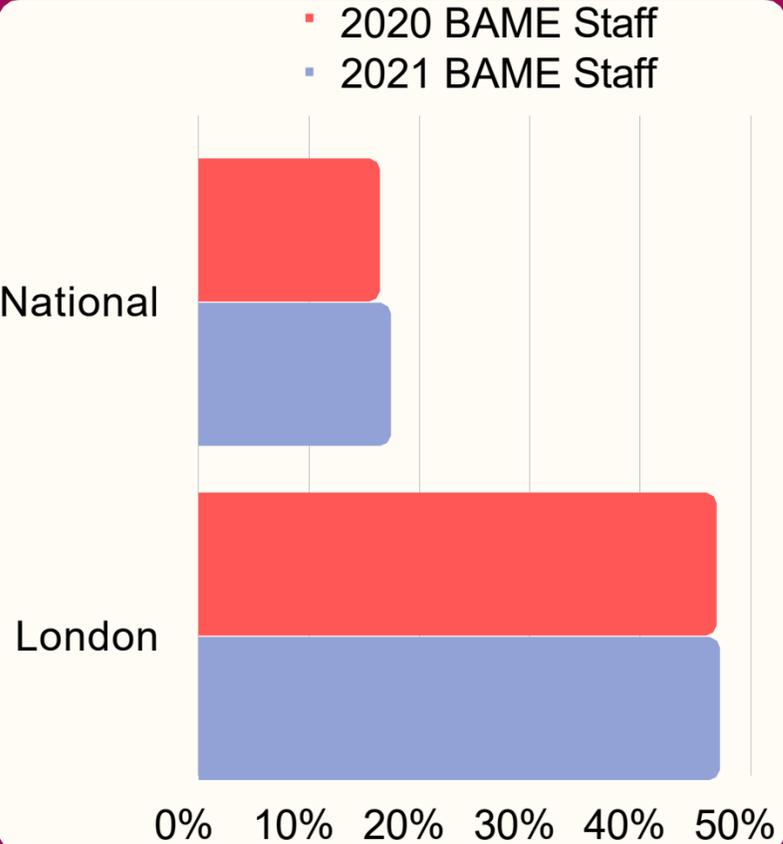


BAME STAFF INCREASED NATIONALLY TO 17.4% AND IN LONDON TO 47.2%

23.1% OF FEMALE STAFF IN BANDS 1-3 & 23.1% OF MALE STAFF WERE BAND 8A>

NATIONALLY, THE HIGHEST PROPORTION OF BAME STAFF (21%) ARE IN BANDS 1-3

LONDON: HIGHEST PROPORTION OF BAME STAFF (26%) ARE BAND 4 & 33.2% OF WHITE STAFF ARE BAND 8A>



PART 3

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3



This is how we started the #InclusiveHR movement in London. This will hopefully provide some useful resources that can be used in other regions or sectors.

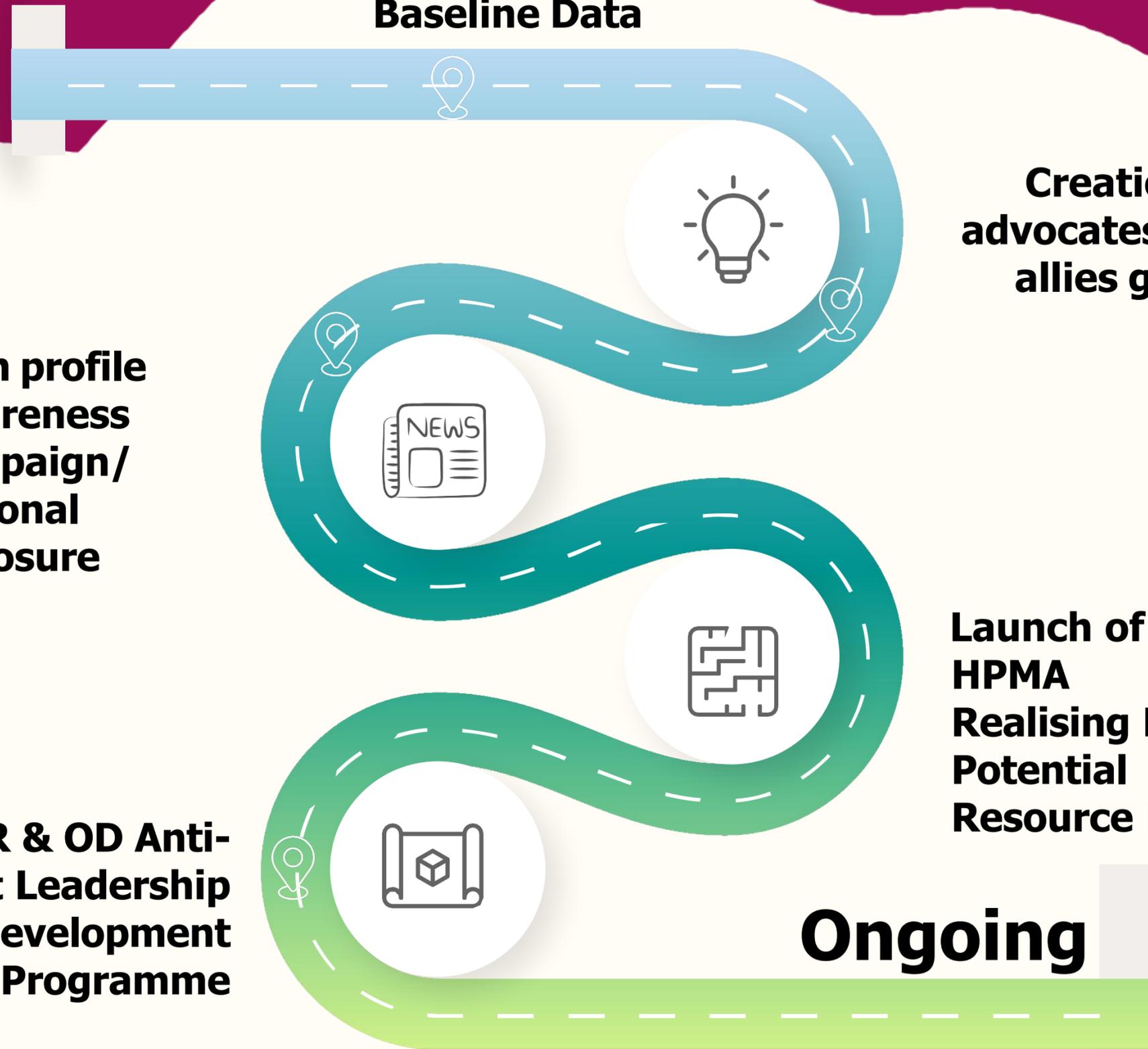


Our Journey



Start

Baseline Data



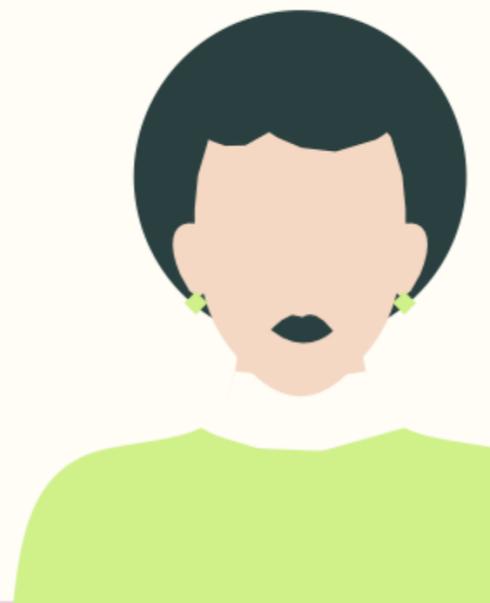
**Creation of
advocates and
allies group**

**High profile
awareness
campaign/
national
exposure**

**Launch of the
HPMA
Realising My
Potential
Resource Hub**

**HR & OD Anti-
Racist Leadership
Development
Programme**

Ongoing



A Case for Change



The journey to inclusion: HPMA Report

- After hearing stories of racial discrimination from black, Asian and minority ethnic people professionals, in 2019 the HPMA London Academy commissioned independent research into the lived experiences of black, Asian and minority ethnic HR and OD professionals.
- The research consisted of surveys and focus groups with black, Asian and ethnic minority people professionals. The findings from the report led to a comprehensive programme of work to improve diversity and inclusion for the workforce profession. This was agreed with a range of advocates and allies.

Key Findings:

1. Many black, Asian and minority ethnic people professionals experience limited career progression. This is exacerbated by the lack of visibility of black, Asian and minority ethnic leaders in positions of seniority.
2. Black, Asian and minority ethnic colleagues can feel excluded in their own organisations and provided examples of micro-aggressions leading them to feel disempowered and disfranchised.
3. Development opportunities and HR policies (e.g. secondment procedures) are not implemented fairly across people directorates.



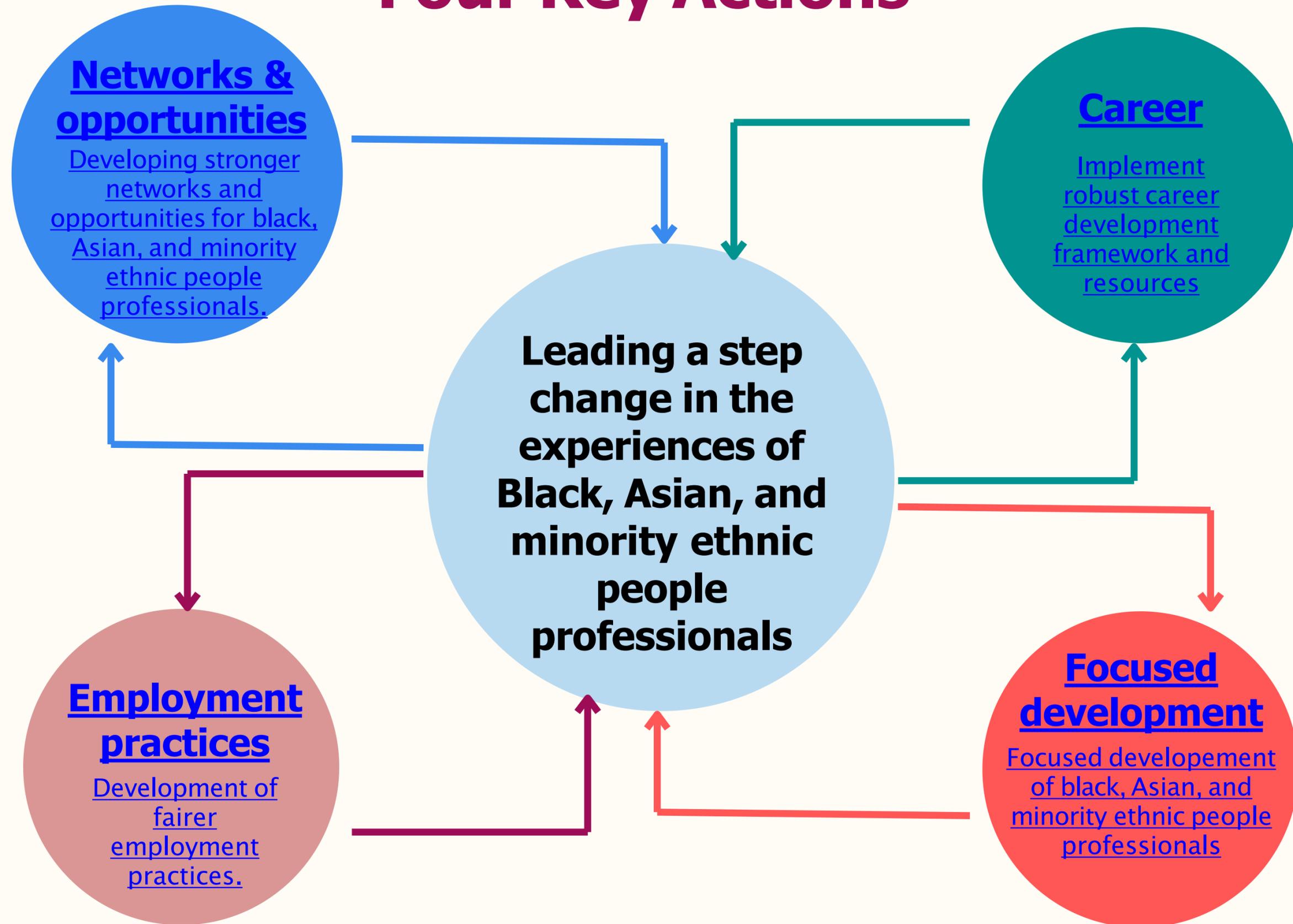
This movement has inspired hope, passion and action across our profession.

The Commitment:

The HPM London Board, HR Directors & Deputy Directors of HR from across our member organisations committed to addressing diversity and inclusion for the people profession.

These are the four actions we agreed to take.

Four Key Actions



The Commitment:

We heard the level of ambition amongst black, Asian and minority ethnic people professionals but that career pathways are often blocked.

We responded by raising the standard of development and career planning through developing our 'Realising my Potential' resource hub.

This is now available to all NHS organisations.



The HPMA London Academy launched the 'Realising my Potential' resource hub. It provides a range of hints, tips and guides to having high quality career conversations, career and development planning. We adopt a growth model working from the perspective of raising standards across the board in order to address the diversity gap. The resource hub also includes inspiring stories of individual career pathways written by people profession leaders.



Career
Implement robust
career
development
framework and
resources





The Commitment:

We heard that we were not prioritising the development needs of black, Asian and minority ethnic people professionals.

We commissioned more equality, diversity and inclusion focused development and commissioned greater diversity of training providers.

We achieved greater diversity on our aspirant programmes.

We commissioned an anti racist leadership development programme.

The HPMA London Academy set an intentional target to increase the proportion of diverse development providers for our core programme to 30%. This target was achieved for the 21/22 & 22/23 programmes and intentional recruitment of participants onto our aspirant development programmes.

On our most recent aspirant Business Partner programme, 13 participants were BAME and 7 white.

Focused development

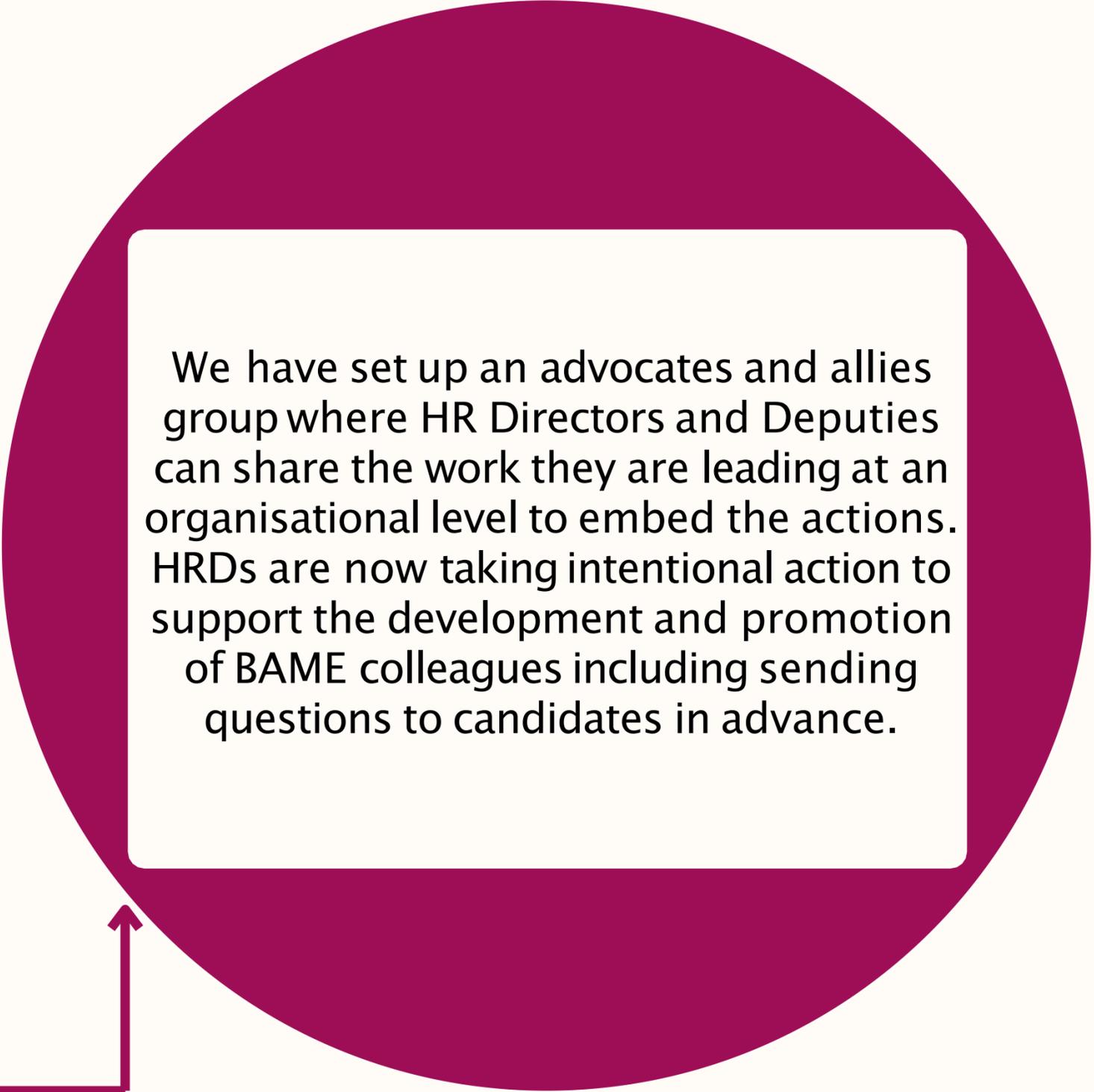
Focused EDI training content and development for black, Asian, and minority ethnic people professionals

The Commitment:

We heard that many of our black, Asian and minority ethnic colleagues experience discrimination through the unfair application of policies. We heard ‘where is the HR for HR?’

We recognise the development of the London Race Strategy which will address such issues.

We have supported the development of networks to improve employment practices. These include an advocates and allies network and a community of practice.



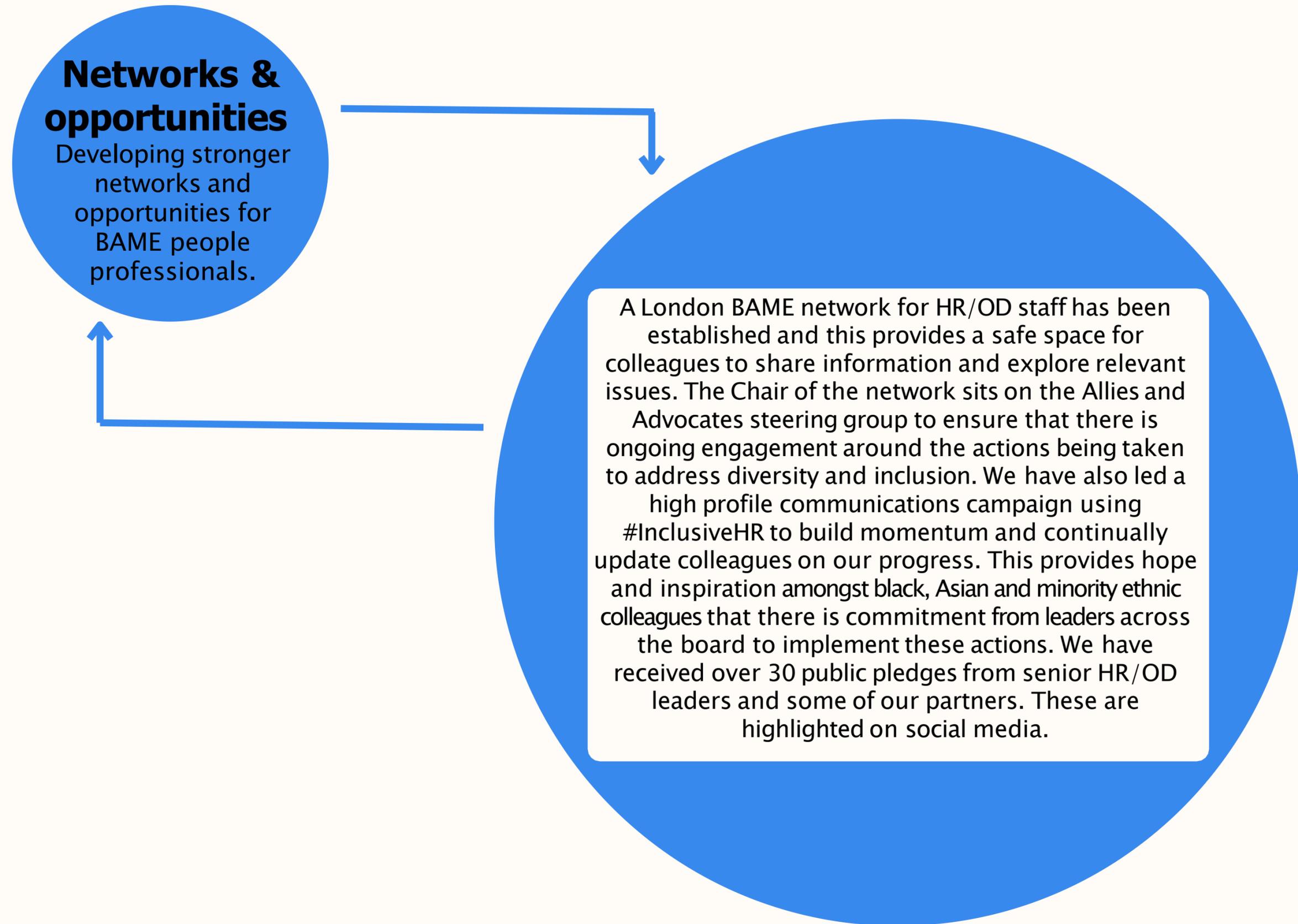


The Commitment:

We heard black, Asian and minority ethnic colleagues can feel excluded and that they do not have a voice to call out racism when they see or experience it.

The London black, Asian and minority ethnic HR and OD network was set up by colleagues to address this.

We have spearheaded the #InclusiveHR movement to achieve greater equality, diversity and inclusion across the people profession.





HR & OD Anti Racist Leadership Programme

The overall purpose of the programme is to develop the skills, knowledge, competencies and behaviours and confidence in a cohort of senior HR/OD leaders to lead a culture change programme to fully embed equality, diversity and inclusion across their HR/OD directorate.



"The Anti-Racist Leadership course is one of the most important development opportunities I have had in my career to-date. Being part of the course has challenged me emotionally and intellectually, by not only understanding racism, but also realising how I, as white presenting individual from an ethnic minority background, was part of it. Since I joined the course, I was able to learn how to acknowledge the feelings of anger and frustration my colleagues have, and supported them to rephrasing and reframing these feelings, in order to move to constructive problem solving. The Brap team are skilled facilitators who turn uncomfortable conversations into opportunities for growth and learning, and if I do want to challenge racism and share my learning, I need to start by challenging more, pushing for accountability, and having those uncomfortable conversations we (and I) so much like to avoid."

Eliana Chrysostomou, Head of Organisational Development | Whittington Health

The expertise, knowledge and richness that the facilitators provide is excellent and also their ability to challenge us respectfully in truly getting to the core of racism in a system such as the NHS. The opportunity to talk through this with peers from other trusts is priceless and I feel that we are building a strong community of change catalysts to tackle racism. The shift I have personally been on as a BAME senior leader has been huge. I have been on a journey in my own perceptions which has been unique and valued.

Pav Pannoosami, Head of Organisational Development and Leadership | King's College Hospital NHS Foundation Trust

Taking part in the anti-racist leadership programme has been absolutely pivotal in my development; despite having engaged with anti-racism for many years and challenging white supremacy and my own culpability in maintaining this as a white person, it has been practically difficult to be part of a space where I can talk openly and vulnerably about this, particularly in a work-setting. This has often meant that I have not centred anti-racism in my praxis, yet the existence of the anti-racist leadership programme has opened up the space and the dialogue to engage with my peers and have vital and difficult conversations about white privilege and fragility, and how resistance to anti-racism manifests. Being part of a cohort who have been unlearning together and are committed to anti-racism has built a strong supportive community (who are able to challenge each other) and I cannot recommend the programme enough.

Victoria Beckwith, Equality Diversity and Inclusion Lead | Homerton Healthcare NHS Foundation Trust

PART 4

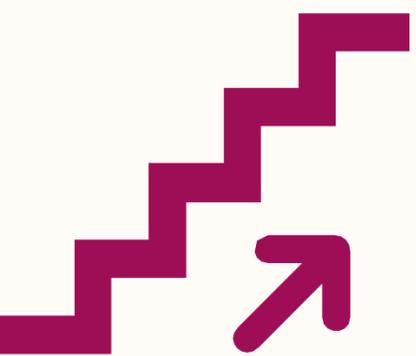
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We invite our colleagues across the NHS to build on the work we have started in London. To implement #InclusiveHR in your organisation, we have developed a 5 step guide. We ask you to keep us updated on your progress.

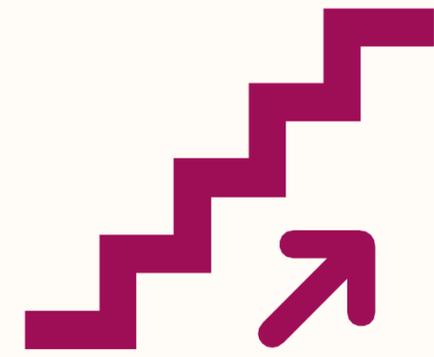


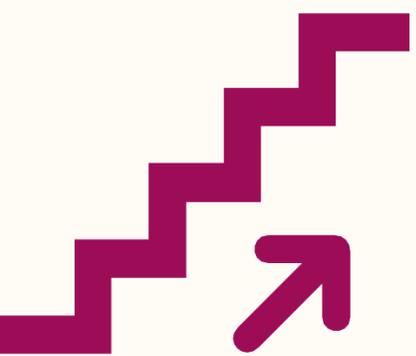


5 Step Challenge to Change



To help you get started, undertake the five steps:





5 Step Challenge to Change



To help you get started, undertake the five steps:

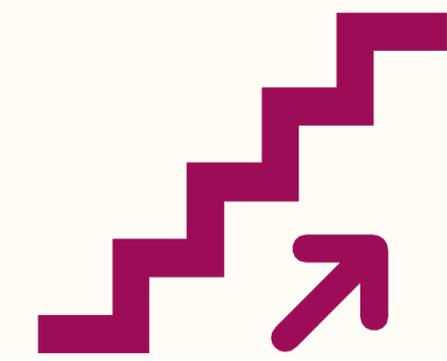
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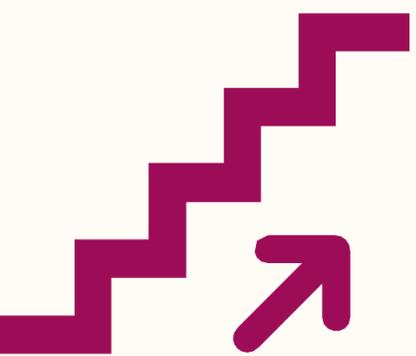
Step One

Run the demographic data in your people directorate



- Identify all the teams that make up the people directorate;
- Engage your workforce information lead and agree the enquiry questions;
- Obtain a break down of the data based on all 9 protected characteristics;
- Request analysis and headline summaries.





5 Step Challenge to Change



To help you get started, undertake five steps:

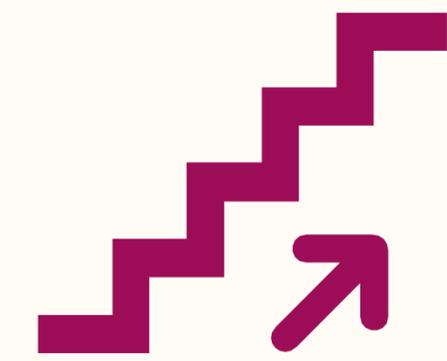
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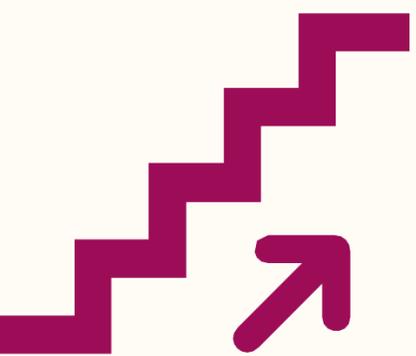
Step Two

Review and
analyse the
data



- Review the data and discuss with colleagues in the people directorate;
- Understand what the data is telling you about diversity & inclusion in your people function;
- Identify the trends, patterns, similarities, over representation and under representation;
- Compile and present your findings.





5 Step Challenge to Change



To help you get started, undertake the five steps:

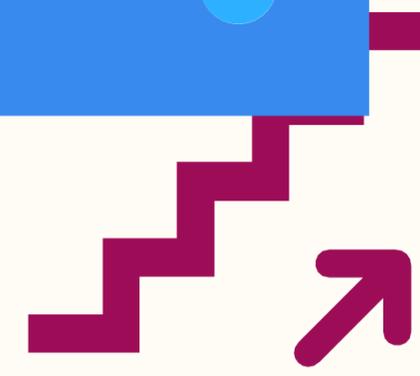
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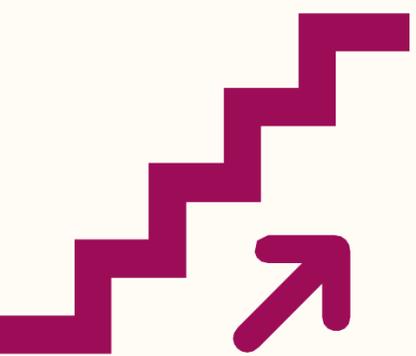
Step Three

Understand the lived experience of people profession colleagues



- Provide safe spaces with clear boundaries for colleagues to speak openly about their experiences;
- Be clear about the purpose: to recognise the racial inequalities that exist in terms of staff experience within HR and to explore the glass ceiling;
- Consider using 'affinity groups' as a way of having safe conversations with people of the same racial identity;
- Accept that some people may want to talk about their journey to date, their experience at work and others may want to share their experiences outside of work;
- Accept the lived experience as its shared, its not an exercise that requires validation. Information shared maybe uncomfortable or painful for some;
- Use this as an opportunity for discussions around allyship – what does it look like and what stops active allyship, how can we do more.





5 Step Challenge to Change

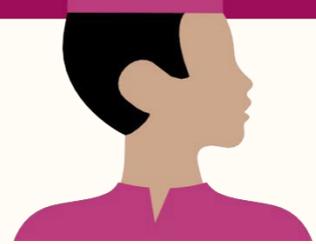


To help you get started, undertake the five steps:

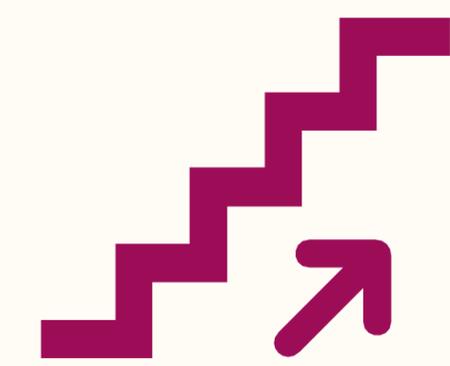
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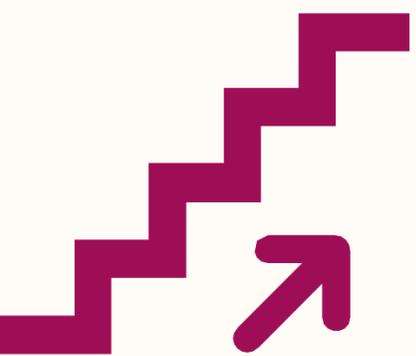
Step Four

Co-design interventions and implement



- Identify key themes for action and plan the interventions to deliver better outcomes;
- Discuss and agree the interventions that would make a difference in the lived experience and create a positive staff experience;
- Agree the actions that will make a difference in the lived experience of HR &OD function/Directorate staff.





5 Step Challenge to Change



To help you get started, undertake the five steps:

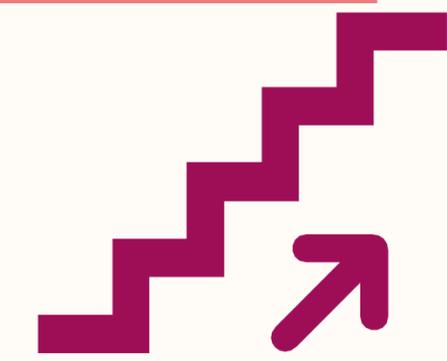
05

Step Five

Evaluate & shout about it!



- Look at what has worked well and what has not worked so well;
- Refine and adjust any actions that have been implemented;
- Ask people directorate staff for their perspective;
- Consider what you will do more of and what you will do less off;
- Look at what has benefited everyone and share the successes;
- Be prepared to share the outcomes, so it becomes infectious and others will also consider taking similar actions;
- Use #InclusiveHR when promoting on social media, internally, in your ICS, at network meetings;
- Contact Cheryl Samuels to feature in the National HPMA newsletter;
- Let HPMA London Academy know by contacting diana.cliff@gstt.nhs.uk



PART 5

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5

Resources





01

[Pledges and Stories](#)

Advocates and pledges of support from leaders

02

[The Realising My Potential Resource Hub](#)

Designed with the specific aim of reducing inequalities within the people profession

03

[HPMA Newsletters](#)

Feature stories from HR & OD Leaders.

04

[D&I Equity and Equality Resources](#)

Shared learning and reading material to support positive change.

05

[De-Bias Recruitment](#)

De-bias recruitment and selection toolkit

06

[Career Conversations Framework](#)

Practical and meaningful guide of how to prepare for that important career conversation with your line manager

07

[Core Manager Training](#)

Training resource that is available to support all supervisors and managers to develop insight, skills and confidence to build cultures of compassion, inclusion and belonging for their diverse workforces.

09

[NHS Futures](#)

This strategy outlines the ambitions for the HR & OD profession within the NHS over the next 10 years.

08

[Career Pathway Pyramid](#)

Outlines the hierarchy of roles and development opportunities from the point of entry into an HR or OD role through to the most senior role of Chief People Officer or Director of Workforce.

Resources

to support you with the rollout of #InclusiveHR



External Guidance for Other Sectors



To help you get started.

- Encourage businesses to publicly get behind the movement;
- Engage with Trade Union colleagues and work in partnership to learn together with a common aim of wanting to improve the lived experience of black, Asian and minority ethnic HR professionals;
- Undertake the 5 Step Challenge to Change;
- Shout about the actions you are taking to become more inclusive using social media;
- Use the hashtag so we can track and promote the actions other organisations who are being proactive;
- Consider re-creating something similar to the resource hub to promote inclusivity;
- Promote using the padlet of resources to support greater upskilling around equality, diversity, equity and inclusion.

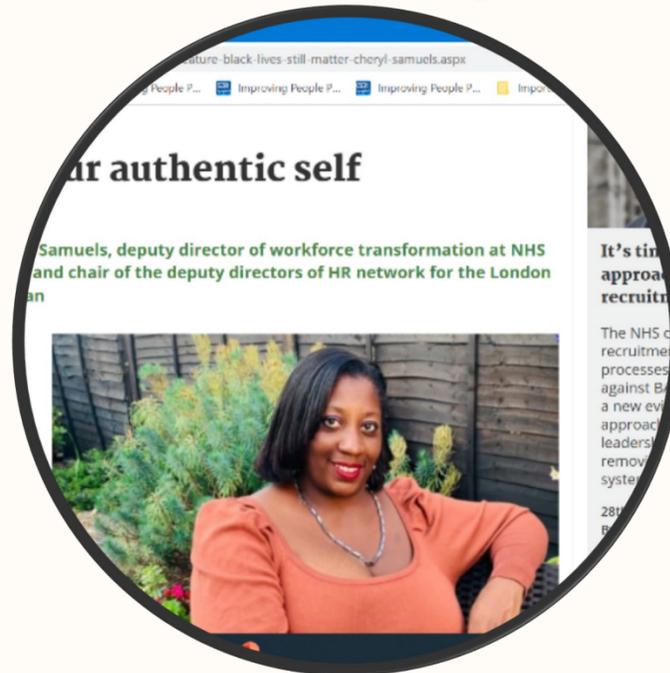




Blogs/Articles

"The HR function is often described as the 'moral compass' and 'heart' of an organisation. We need to be the real trailblazers of true inclusivity and diversity at all levels. When we lead by example with diverse leadership, we create a sense of hope, belief and credence that there is equality of opportunity and this can be a reality with measurable business benefits."

Cheryl Samuels, Chair of Deputy Directors of HR Network - London



Acknowledgements



The following people have contributed to the development of the content in this toolkit, the team would like to thank them for their input.

Please note this list is not exhaustive and the team would like to express their thanks to anyone who shared feedback and suggestions on any previous iterations.

- Cheryl Samuels, Chair of Deputy Directors of HR Network - London
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- Debbie Wheddon, Deputy Director of HR and OD, Croydon Health Services NHS Trust
- Sutopa Sen, HR Business Partner, The Royal Free NHS Foundation Trust
- Mehvish Shaffi-Ajibola, Change Consultant, NHS North East London Clinical Commissioning Group
- Gayna Deakin, Assistant Director of Engagement (London) NHS Employers
- Sharon Green, Chiara Consultancy Ltd
- Amber Kelly, Employees First Ltd

#InclusiveHR