Background Information and data for the Investigative Groups

A report of BME positive action interventions across Higher Education and organisations within the UK

The examples of BME interventions outlined within this report have been taken from institutions within Higher Education and the public and private sectors. Information has been grouped by staff networks, mentoring and buddy schemes and positive action programmes, both recruitment and development related. Brief details of initiatives from specific institutions have been detailed to give an overview of the usage of each intervention within different institutions.

Staff Networks

Staff networks are used extensively within Higher Education public and private institutions. provide support for BME employees, shaping equality and diversity policy and sharing information. The extent to which the network is formalised varies depending on the institution, and it should be considered whether an informal or formal network would better suit the environment.

University of Nottingham – BME Staff Network aims to provide a forum for staff to discuss issues of interest, act as a voice and source of consultation for BME staff and shape University policies and practices. Regular meetings are held and members communicate through a staff network space. The group actively contributes to equality policy development and the organisation of BME events throughout the university.

University of Manchester - This BME network aims to promote race equality through active involvement and consultation on University strategy and policies, and provides guidance on race equality issues. The group also campaigns and lobbies by preparing submissions to governing bodies and consultations, and is instrumental in shaping equality and diversity policy. There has recently been a group survey and a BME Staff Network Group Mentoring Scheme is currently being discussed.

University of Cambridge – The BME Staff Network was developed from findings of a staff survey carried out by the Race Equality Advisory Group. The group actively aids the University in progressing equality and hosts regular social events, staff development activities and maintains links with local BME communities.

King's College London – The main aim is to empower the BME community through positive action. The group recently participated in a cross institutional forum for race equality in Higher Education which focused on the role of staff networks in addressing challenges facing BME individuals in higher education and academia. They have recently created a forum to debate issues and raise the profile of BME staff.

Lloyds TSB – The Group Ethnic Minority (GEM) Network was initially created for networking opportunities and has since developed personal development plans for their members. As a result the number of ethnic minority managers has more than trebled since 1998.

Newcastle City Council – The BME Staff Group reflects the needs of BME staff in all aspects of council's policies, activities and decision making. The group aims to assist the council in becoming an employer of choice where employees are free from discrimination, racism and harassment.

University of Oxford – The Race Equality Network aims to promote understanding between individuals of all races and cultures. It has recently provided a discussion forum where members can see latest news, view feeds from Institute of Race Relations and publicise information.

Mentoring and Buddy Schemes

Mentoring and buddy schemes are less common than staff networks, and mostly appear to be a recent development. Therefore little information is available on the effectiveness of these schemes, although it is widely believed that mentoring schemes may effectively increase the representation of BME employees at senior management.

Imperial College London - A pilot scheme named B-Mentor has recently been launched. This is a cross institutional mentoring scheme for BME academics and researchers aimed at post doc to lecturer levels. The mentors are academics and researchers from any academic background at the levels of senior lecturer and above. The programme aims to promote the exchange of ideas, understanding of formal and informal structures and provide opportunities for development and growth

University of Cambridge - The University runs an informal buddying and network initiative to support new BME staff members. The network provides formal and representation and support at talks, events and lectures focused on the BME community.

Lloyds TSB - Lloyds implemented an Ethnic Minority Mentors programme to increase representation at a Senior Management level. As a result the number of minority ethnic managers has trebled since 1998.

Parliament - Mentoring for BME magistrates and politicians is being considered to raise the representation of BME employees throughout Parliament.

Programmes and Projects

Various projects have been undertaken by public bodies and organisations to improve the representation of BME individuals throughout the organisation and specifically within senior management. Some of these can be classified as either recruitment or development related.

Recruitment

BBC - A Journalism Talent Pool was set up to improve the ethnic diversity of the workforce within the BBC Journalism Group. Successful candidates joined the JTP for 6 months, during which time they received extra support and training to help them apply for BBC jobs. Places were advertised in ethnic minority websites and media, databases and networks. All selection panel members had undertaken fair selection training. Consequently one third of those joining the Journalism Talent Pool were BME individuals. BME applicants comprise 12.4% of the BBC's workforce, and a target has been set for 12.5% by December.

Chartered Institute of Library and Information Professionals - The positive action trainee scheme 'ENCOMPASS' was developed to encourage members of ethnic communities to seek a library and information career. Only 2% of employees were of BME origin before the scheme. An employer on the scheme would be required to create a new post, where the trainee spends 4 days a week

working and 1 day studying for a professional qualification. Vacancies were advertised in local and regional ethnic minority press to attract suitable candidates. This scheme is on-going and has not yet been evaluated.

Transport for London- Transport for London developed 'Breakthrough Initiatives' which aimed to increase BME representation at Senior Management level. This involved reviewing their approach to candidate attraction by building their brand as a diverse employer. The recruitment process was also analysed for potential bias by identifying potential candidate drop out points. This allowed the organisation to review and alter the recruitment process to ensure that it did not bias against BME individuals.

Lancaster Police Service - The service initiated strategies aimed at addressing under representation of ethnic minorities in the police service. A positive action co-ordinator was appointed to focus on the recruitment process and identify potential obstacles for BME candidates. Engagement initiatives were run to address issues candidates may have with policing, alongside familiarisation days for BME individuals interested in joining the service.

British Telecom - BT implemented a large recruitment campaign for new engineers, and set targets for an increase in BME staff from 6% to 15%. Employees mentored potential BME candidates from inner city areas to ensure they understood the recruitment process. A variety of different media and imagery were used within the advertisements, and recruiting managers worked alongside an agency to ensure that a wider talent pool was available and no individuals were disadvantaged. The outcome of the campaign was a rise in the number of BME employees from 6% to 12%.

Development

Nottinghamshire City Council – The council launched a scheme to aid non-managerial BME staff with career development as a low proportion of ethnic minorities were attending training courses. The Council's corporate black and Asian workers' support played a crucial role in formulating the programme and evaluation criteria. The course aimed to help participants develop necessary skills, resources and networks to achieve goals. The programme was promoted at meetings, by email messages, the intranet and a variety of media outlets. Overall the programme improved peer learning and networking throughout the organisation, eight employees gained new jobs and others achieved management qualifications. The success of the programme was attributed to on-going support from senior management and the link of programme purposes to strategic objectives.

Transport for London - TFL were focused on increasing BME representation at Senior Management level. Programmes for BME employees included Introduction to Management skills, leadership for senior managers focusing on personal leadership and personal effectiveness and a Management Development Framework supporting generic and specialist skills for existing and potential managers.

Imperial College London - The Diverse Leaders Development Programme named "ILead" has run for the past 3 years and was set up to address the under-representation of BME staff in more senior positions. The programme is open to BME staff from all academic fields and is accredited by the Institute of Leadership and Management. Key aims are to assess capabilities and strengths for promotion opportunities, identify potential barriers to progression, develop strategies to manage careers and explore strategies for succeeding as a minority in a majority culture. The

programme includes 4 modules including a 2 day residential workshop, a half day briefing for participants, a series of coaching sessions and a business critical project. Outcomes of this programme have included increased confidence and competence to effectively lead and add value, an increase in the talent pool of diverse leaders and mentors and the opportunity to improve career progression and realise the full potential of diverse leaders.

Leicester City Council - Leicester City Council worked with the Black Worker's groups to develop an initiative supporting BME staff into Senior Management. The 'Reach Higher' Programme addressed the Senior Management gap by developing a training and development programme for BME staff to become 'voluntary directors.' Participants are allocated a strategic director to facilitate attendance at a council priority board which gives greater insight into the strategic decision making process. They are also assigned a coach and senior manager as a mentor. This initiative provided a model for addressing issues affecting BME staff and representation, encouraged the council to collaboratively create their own solutions and promoted greater transparency throughout the organisation.

NHS – Breaking Through Initiative - This initiative is currently in the proposals stage and is focused on shaping four key areas to build a diverse workforce. These include development initiatives to retain existing BME leadership talent, initiatives to unlock talent for midlevel BME leaders, development activities to identify encourage those from a BME background with leadership potential, and a new national programme to work with BME leaders with potential to take up leadership positions in the future. These activities will be co-ordinated and delivered centrally through Leadership for Equality Team.

There are a number of different initiatives and projects available for improving the representation of BME employees at all levels of the organisation. A few common factors have been shown to influence the effectiveness of interventions. The communication and advertisement of initiatives has been found to be extremely important, as those which have been widely advertised both within and outside the institution have been the most successful. Commitment from senior management has been shown to determine effectiveness, especially within mentoring and networking initiatives. Finally, the availability of resources in terms of time and money is a large factor which can determine success. Consideration of these and other factors is important when planning and implementing an initiative aimed at BME employees within the university.

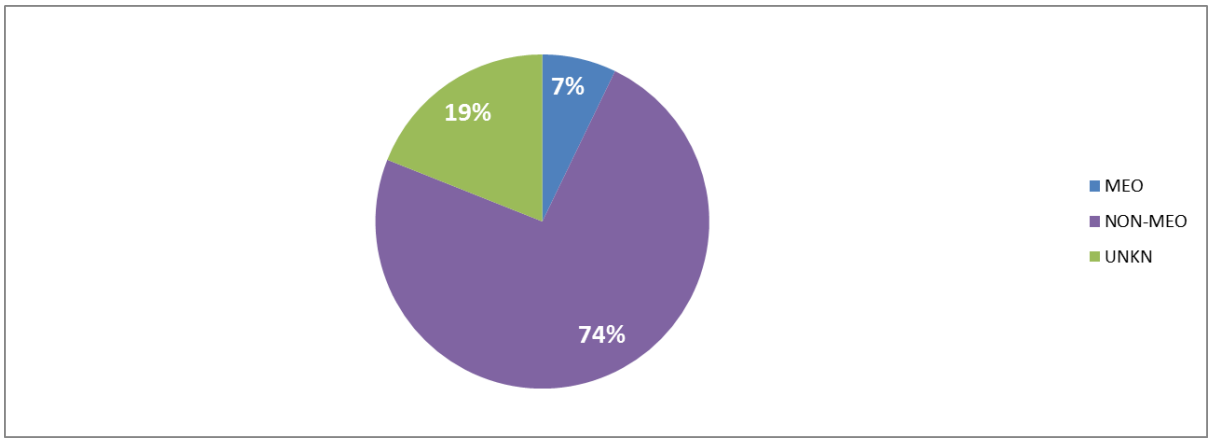
Current diversity data

These tables and graphs provide an overview of ethnic diversity across the University. They show a breakdown of MEO ethnic origin, ethnicity within personnel areas and subareas, and ethnicity within faculties.

1.1. Ethnicity - All staff

	MEO		NON-MEO		UNKN		Total
	Number	%	Number	%	Number	%	Number
Total	429	7%	4417	74%	1135	19%	5981

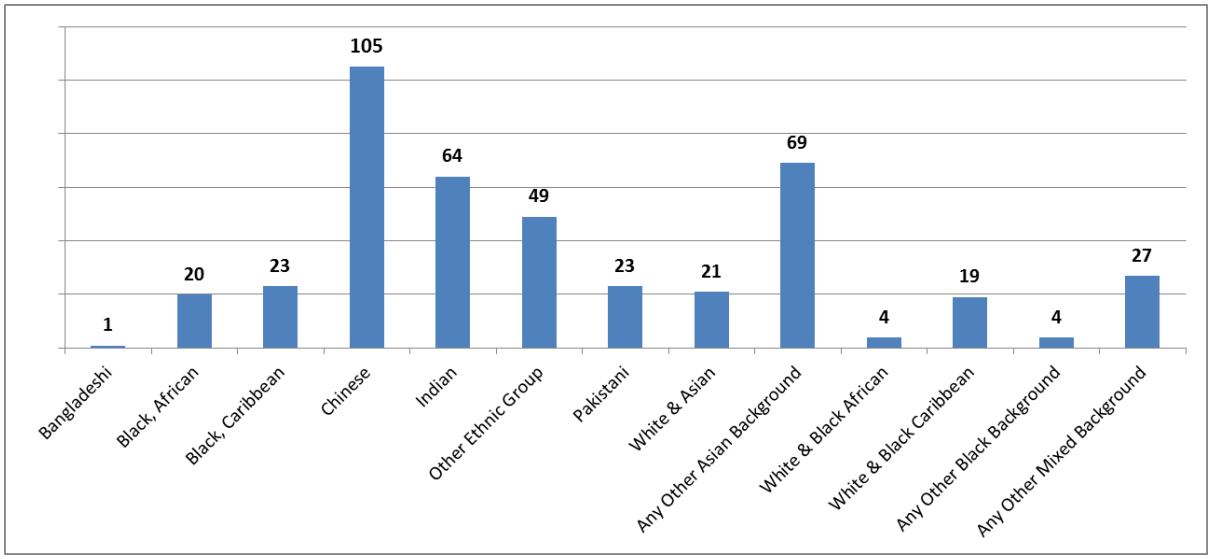
1.2



2.1 Ethnicity by ethnic origin - MEO

	MEO	
Ethnic Origin	Number	%
Bangladeshi	1	0%
Black, African	20	5%
Black, Caribbean	23	5%
Chinese	105	24%
Indian	64	15%
Other Ethnic Group	49	11%
Pakistani	23	5%
White & Asian	21	5%
Any Other Asian Background	69	16%
White & Black African	4	1%
White & Black Caribbean	19	4%
Any Other Black Background	4	1%
Any Other Mixed Background	27	6%
Total	429	100%

2.2



3.1 Ethnicity by personnel area

	MEO		NON-MEO		UNKN		Total
	Number	%	Number	%	Number	%	Number
ACAD	289	11%	1774	66%	615	23%	2678
NON-ACAD	140	4%	2643	80%	520	16%	3303
Total	**429**	**7%**	**4417**	**74%**	**1135**	**19%**	**5981**

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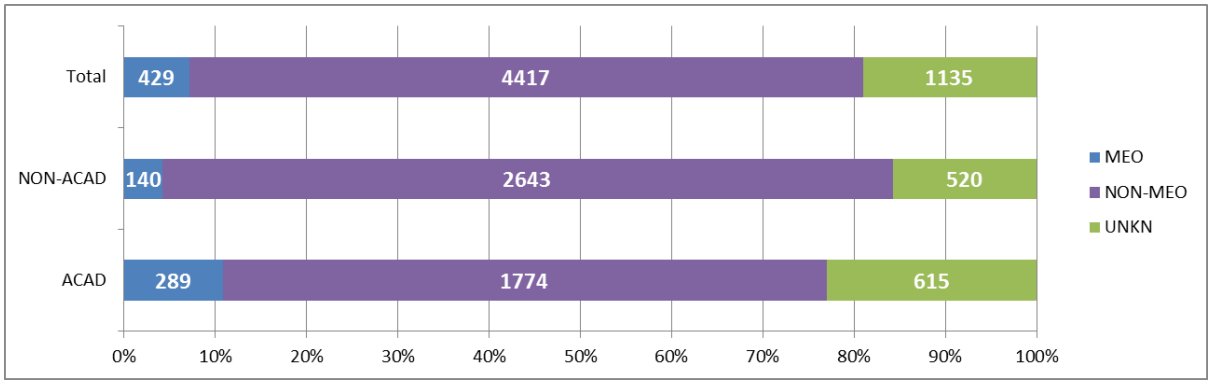
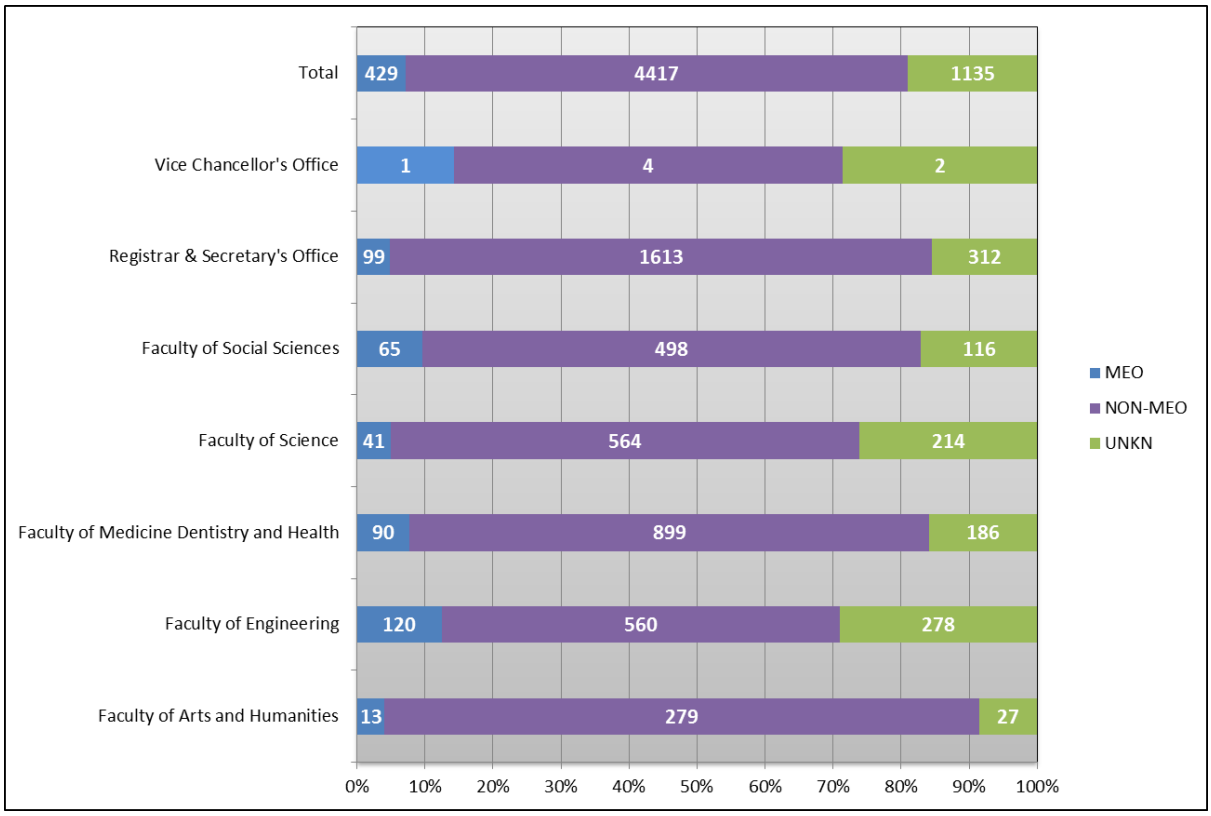


4 Ethnicity by personnel sub area

	MEO		NON-MEO		UNKNOWN		Total
	Number	%	Number	%	Number	%	Number
Academic	289	11%	1774	66%	615	23%	2678
Administration	79	4%	1492	80%	304	16%	1875
Facilities	24	4%	477	82%	79	14%	580
Specialists and Professionals	15	6%	206	83%	28	11%	249
Technical	22	4%	468	78%	109	18%	599
Total	**429**	**7%**	**4417**	**74%**	**1135**	**19%**	**5981**

5.1 Ethnicity by faculty

	MEO		NON-MEO		UNKN		Total
	Number	%	Number	%	Number	%	Number
Faculty of Arts and Humanities	13	4%	279	87%	27	8%	319
Faculty of Engineering	120	13%	560	58%	278	29%	958
Faculty of Medicine Dentistry and Health	90	8%	899	77%	186	16%	1175
Faculty of Science	41	5%	564	69%	214	26%	819
Faculty of Social Sciences	65	10%	498	73%	116	17%	679
Registrar & Secretary's Office	99	5%	1613	80%	312	15%	2024
Vice Chancellor's Office	1	14%	4	57%	2	29%	7
Total	**429**	**7%**	**4417**	**74%**	**1135**	**19%**	**5981**

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