

The Diversity Challenge: How can we achieve a step change in race equality?

**Rachael Ogden,
Managing Director, The EW Group**



Create lasting cultural change for real organisational benefit

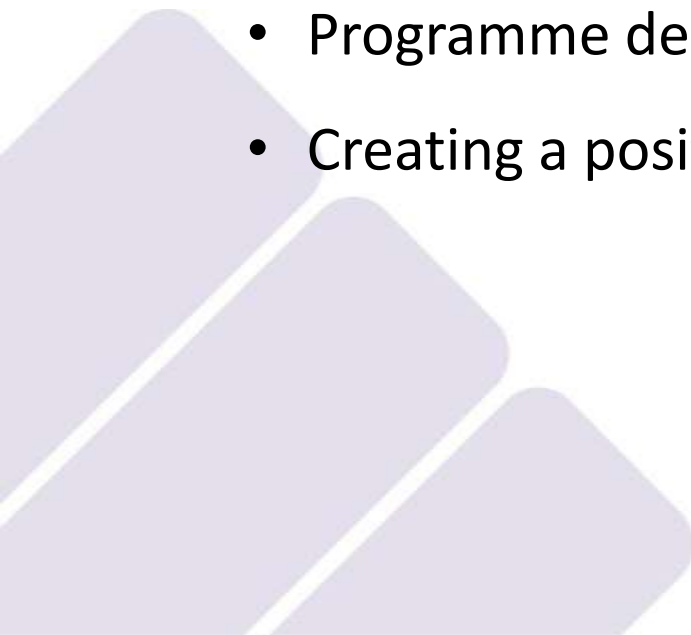


The Business Imperative

- The talent gap
- The financial shortfall
- Meeting the increasingly diverse needs of the population



Five Steps to Lasting Change

- Metrics
 - Setting targets
 - Strategy development
 - Programme delivery
 - Creating a positive narrative
- 

Mike Strzelecki, Director of Transformation, TFL

“When we estimated the business case in advance of starting this particular programme, we thought it would at minimum break even and probably save us twice what it was costing us in negative behaviour, tribunals, disciplinary, wasted working time etc. **The actual result was an absolutely enormous saving of 10 or possibly 12 times the cost of the programme.**”



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RISE Mentoring Programme

Mark Lomas: Diversity Manager

November 2014



Why BME Mentoring Programme?

- **Drop off in % of BAME groups in Leadership Grades**
- **Lower rates of promotions & attachments for BAME groups**
- **BBC Black and Asian Forum (BBAF) had run a successful, informal mentoring programme for 9 staff the previous year**
- **BAME staff in junior to mid-grades targeted for development**
- **Strategic objective for workforce to reflect the BBC audiences**



What is RISE

Real Inspiration for Staff at Every level

Created by the BBAF & Diversity Centre Jointly.



Sponsored by the Director General Lord Tony Hall



Programme Elements

- Application & Interview process
- Mentees matched to senior level mentors in their areas of interest
- Specific Training for mentees and mentors on making the most of the mentoring relationship
- Personal Development Plans used to track progress
- Webinar on interview skills
- 1 hour minimum mentoring meeting
- Coaching on applications
- Networking Opportunities
- Group email for mentors and mentees
- Mentees working on cross divisional projects with Diversity Action Groups
- 40 mentees on the programme



Programme Success

The programme has been running since September 2014.

In this period 10 of the 40 mentees have had career development opportunities:

- 2 Promotions
- 4 Attachments
- 4 Hot shoes placements

Hot shoes is a 2 week placement in another department and is run via a competitive selection process



A man with white hair, wearing a dark suit, white shirt, and patterned tie, stands with his arms crossed in the center of a large, ornate dome. The dome features a series of arched windows around its upper edge and intricate architectural details. The lighting is dramatic, highlighting the man and the architectural elements.

Any questions?

Unconscious Bias in Recruitment and Selection

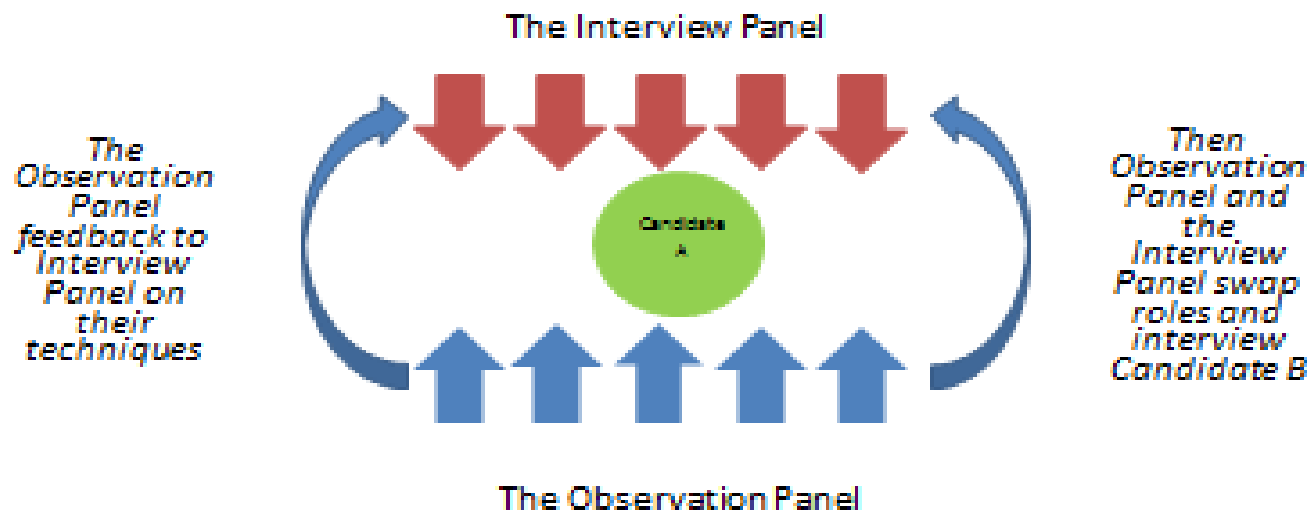
Samantha Whittick

November 2014

Unconscious Bias in Recruitment and Selection

- Wanted to ensure the very best talent was coming through our recruitment channels
- Identified a need to support managers in becoming more flexible in their approach and culturally adaptable in their interviewing skills
- Developed programme to enable managers to proactively bring the best out of candidates

Unconscious Bias in Recruitment and Selection



Key Elements :

- Legal context and recruitment preparation
- Unconscious bias in interviewing and decision making
- The live interview
- Post-Interview analysis

One day programme equips managers with an awareness of when and how bias and assumption might be operating and how to counteract its effects at source.

Delegate Feedback

- “Excellent course. Further highlighted diversity as integral to the workforce.”
- “It was an empowering course. I gained confidence which I can take back and use for future recruitment.”
- “A superior standard of delivery and explanation.”