ACTION PLAN FOR IMPLEMENTION 6 KEY ACTIONS ON OVERHAUL OF RECRUITMENT AND PROMOTION

Introduction

Maidstone and Tunbridge Wells NHS Trust is a large acute Trust providing services to around 560,000 people living in the south of West Kent and north of East Sussex from two main sites. Of around 5,500 staff, 24.4% are from a BAME background.

Between 2019 and 2020 our WRES data shows that we have nearly doubled the number of BAME staff at band 5 in our clinical workforce which has been predominantly due to an active international recruitment campaign. There has been no change in BAME representation in Band 8B and above in both the clinical and non clinical workforce for the past two years and we have only one BAME Board member.

In the last year we have embarked upon a number of key pieces of work linked to our WRES data which have included:

- Launch of the reverse mentoring programme – 17 Trust Board members including Non Executive Directors are paired with 17 BAME staff and have had at least one mentoring conversation
- Delivered "The Power of Me!" workshop – career development event specifically for BAME staff
- Undertook a pilot of "Recruiting for Difference" – reviewing composition of team and using techniques to recruit to gaps
- Launched Pilot of EDI Recruitment Representatives – 24 staff trained to identify potential bias affecting recruitment decisions in roles of band 7 and above for Women's, Children's and Sexual Health Division
- Launched the Safe Space Champion network – providing staff with a listening ear, help with strategies to tackle issues and signposting
- Appointed a Deputy Freedom to Speak Up Guardian with a focus on support of our BAME staff

We know there is work to be done in terms of increasing the numbers of BAME staff in very senior roles and our race disparity ratio shows that we need to focus on improving development of staff within the lower to middle bands.

Our priorities for the coming year will be:

- Education about race including developing further cohorts of reverse mentoring
- Focus on recruitment by supporting managers to identify diversity gaps in their teams, develop successful recruitment campaigns and roll out the use of EDI recruitment reps across the organisation
- Setting up talent panels including supporting staff to access CPD and discuss career pathways and development with their managers

#	Key Action	Steps to achieve action	Due by	Risks	Mitigations	Update
1.	Ensure ESMs own the agenda, as part of culture changes in organisations, with improvements in BAME representation (and other under-represented groups) as part of objectives and appraisal by: a) Setting specific KPIs and targets linked to recruitment. b) KPIs and targets must be time limited, specific and linked to incentives or sanctions	• WRES data and race disparity data to be provided to each Division to develop action plans focussing on improvements in BAME representation • Action plans to be audited through TIAA and reported back to the Trust Board through the People and Organisational Development Committee	August 2021			**June 2022** WRES workshops delivered to all clinical Divisions Monthly follow up to support development of action plans
2.	Introduce a system of 'comply or explain' to ensure fairness during interviews This system includes requirements for diverse interview panels, and the presence of an equality representative who has authority to stop the selection process, if it was deemed unfair.	• Enhance current recruitment SOP to include the need for diverse interview panels, comply or explain process and spot-checking • Spot-checking of 10 jobs per week to review diversity of panels and 'comply or explain' • Pilot of EDI recruitment representatives on all band 7 and above roles in Women's, Children's and Sexual Health o Post pilot EDI recruitment reps for all areas where race disparity ratio is worst	July 2021			**June 2022** Recruitment training booklet draft available for review June 2022. This includes the need for diverse panels (incl reps), the role of the EDI recruitment rep & how to access them. Divisions to identify requirement in line with WRES workshop action plans. De-biasing recruitment training will be updated and available online through MTWLearning. Dashboards for managers are being created which will

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						identify recruitment as a course for recruiting managers to attend.

3.	Organise talent panels to:
	a) Create a 'database' of individuals by system who are eligible for promotion and development opportunities such as Stretch and Acting Up assignments must be advertised to all staff
	b) Agree positive action approaches to filling roles for under-represented groups
	c) Set transparent minimum criteria for candidate selection into talent pools
		CPD (Divisional Development & Talent Panels)
		• Develop support for BAME staff to identify career development opportunities and how to complete a successful CPD application
		• Use the race disparity ratio data, created a ring-fenced budget for BAME staff development
		• Update the CPD application form to include
		   o Personal development
		   o Career progression with clear links to PDP as part of appraisal process
		• Develop scoring matrix to remove bias from initial sign off of applications
		• EDI recruitment reps to attend DDTMs to address any issues of bias
		
		Talent Pool
		• Using the Talent Pool element of Trac, develop a talent pool using appraisal/PDP/role readiness for progression conversations
						June 2022
						
						Career Development team have piloted career progression workshops. To be rolled out across the Trust.
						
						CPD study leave policy is currently being drafted :
						- One panel reviews CPD applications
						- Mng submits robust statement for confirming/declining application which is reviewed
						- Addition of EDI data to application form to report
						
						Development conversation has been built into the appraisal process.
						
						L&D working with Workforce team to find a way to create an "internal" talent pool

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						Recruitment looking at how other Trusts have utilised Trac Talent Management and will make a proposal
4.	Enhance EDI support available to: a) Train organisations and HR policy teams on how to complete robust / effective Equality Impact Assessments of recruitment and promotion policies b) Ensure that for Bands 8a roles and above, hiring managers include requirement for candidates to demonstrate EDI work / legacy during interviews.	• Develop an EDI Strategy with support from the system wide EDI lead • Provide guidance to recruiting managers on what EDI work/legacy looks like with examples of interview questions and standards expected in response • Job descriptions to be revised to include EDI involvement as an essential criteria for Band 8a and above • Recruitment and selection training to include EDI –make R&S training mandatory				**June 2022** EDI strategy drafted following consultation EDI interview questions included in interview template JDs have been reviewed and EDI assessment included. How this will be measured to be built into recruitment booklet and training.
5.	Overhaul interview processes to incorporate: a) Training on good practice with instructions to hiring managers to ensure fair and inclusive practices are used. b) Ensure adoption of values based shortlisting and interview approach c) Consider skills-based assessment such as using scenarios	• Introduction of values based recruitment • Create guidance for recruiting managers – provide examples to managers of both good and poor practices. • Shortlisting criteria to be reviewed by the recruitment team to ensure it is measurable against the application form. Standardise interview templates for managers to ensure that values based selection is incorporated within the questions and is consistent throughout the organisation.	December 2021			**June 2022** Draft booklet and training available (see action 2 above)

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		• Employ more skills based exercises during the selection process such as presentations, group exercises and stake holder events – particularly for senior roles (band 7 above). Provide guidance of skills assessments dependent on banding				
6.	Adopt resources, guides and tools to help leaders and individuals have productive conversations about race	• Deliver training in "Let's talk about race", "Being anti-racist" and deliver a White Ally Programme • Develop future cohorts of Reverse Mentoring for Triumvirates and other managers				**June 2022** EDI workshops delivered internally Future cohorts of RM part of EDI strategy/plan. White ally training delivered internally