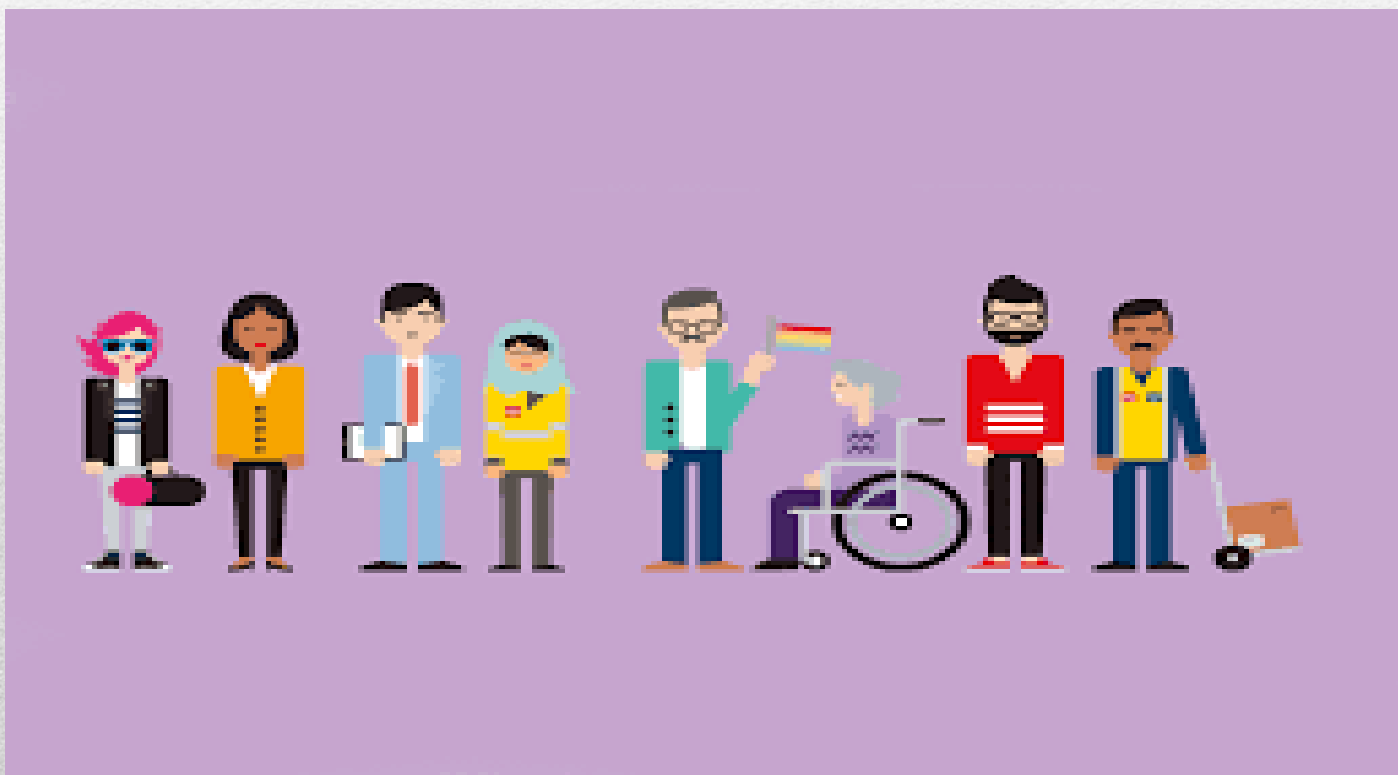


# Encouraging Career Progression for High-Potential Staff from Underrepresented Groups



Celina Mfuko - Equality, Diversity & Inclusion  
Manager & FTSU @ ENHT

*“Inclusive workplace”* - an environment where people with protected characteristic (for example gender, race, sexual orientation, age) feels welcome, valued for their contributions and given the same opportunities for advancement as their co-workers. Where they are empowered to thrive, have individual experience and ultimately a sense of belonging



*The What???*

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- Providing career guidance to enhance opportunities and access to senior roles
- Proactive measures to widen professional networks and exposure for marginalised groups
- Using workforce data to inform policies and work practices

***How can such an environment be fostered?***

## Inclusive talent framework exploring the following:

- Appraisal (quality)
- Bespoke Career development programme
- Mentoring and Coaching
- Specialised training
- Leadership Training (FNF, NHSLA etc.)
- Feedback

Career guidance to enhance opportunities and access to senior roles

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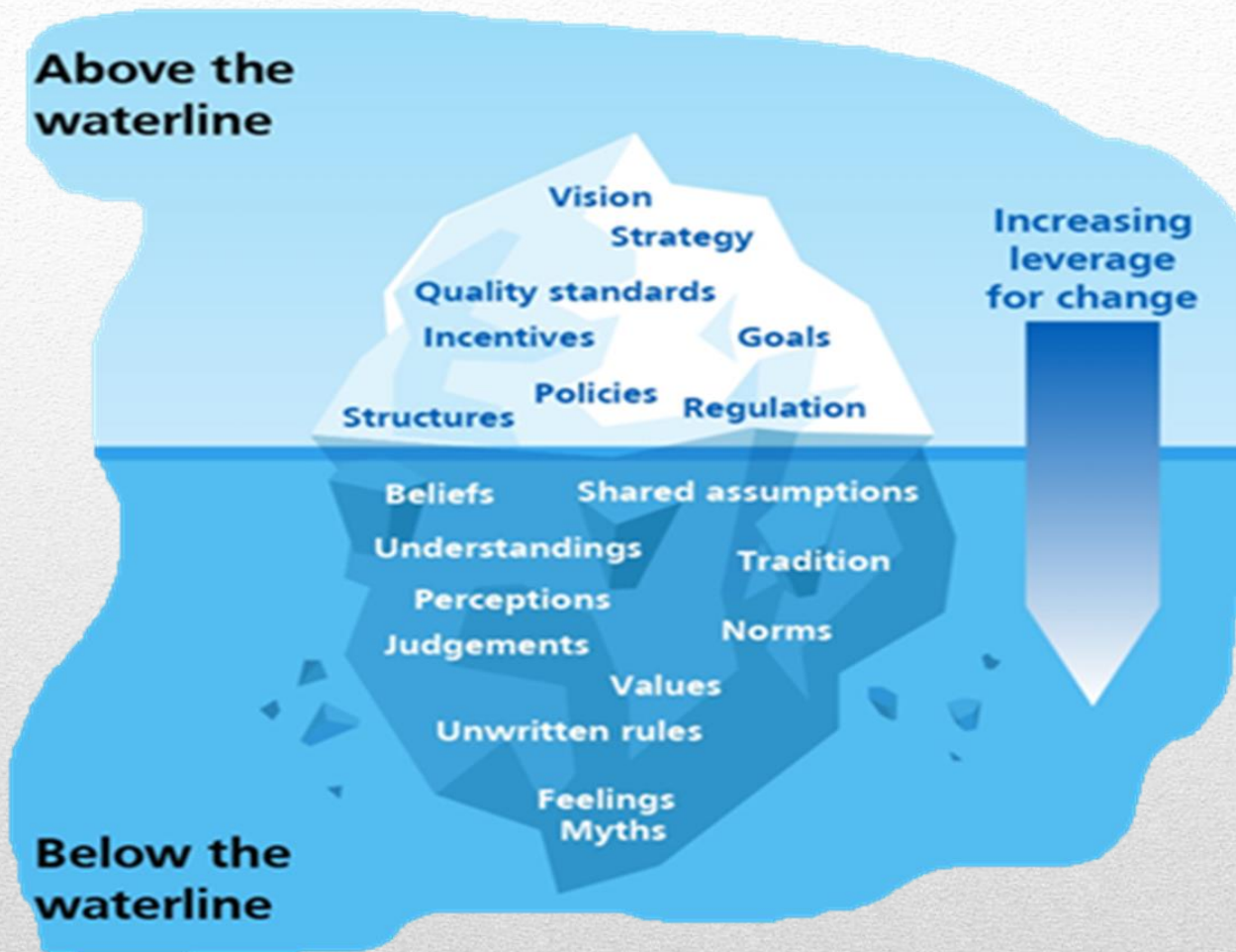
Stretched Opportunities being a key factor:

- Shadowing
- Acting Up
- Secondments
- Projects
- Seminars/Webinars
- Networking
- Learning fro each other

\* Winter pressures does bring about short terms leadership roles\*

Proactive measures to widen professional networks  
and exposure for marginalised groups

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## The Iceberg and addressing bias

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## Culture Intelligence (CQ) STRATEGIES: PROMOTION AND PROFESSIONAL DEVELOPMENT

CQ STRATEGY	CHECKLIST	AREAS FOR IMPROVEMENT
<p><b>Ensure that justifications for all decisions are consistent, based on the same criteria, and in compliance with your legal and ethical obligations</b></p>	<ul style="list-style-type: none"> <li>✓ Have you documented the decision-making processes for promotions and development?</li> <li>✓ Do you follow these procedures when making promotion decisions?</li> </ul>	
<p><b>Evaluate professional development decisions periodically and check if members of underrepresented groups have access to professional development and mentoring opportunities</b></p>	<ul style="list-style-type: none"> <li>✓ Does everyone have equitable access to professional development?</li> <li>✓ What assumptions may be unfairly influencing who gets opportunities for professional development/mentoring?</li> <li>✓ What filters may shape your decisions about who is most deserving of professional development and support (i.e., “is this person just like me”)?</li> <li>✓ Can you justify professional development decisions based on objective criteria?</li> <li>✓ Has bias influenced the opportunities that are offered to people in different cultural groups?</li> </ul>	
<p><b>Make the professional development process and decision rules explicit to everyone</b></p>	<ul style="list-style-type: none"> <li>✓ Is the decision-making process communicated clearly to everyone?</li> <li>✓ Is everyone aware of opportunities?</li> <li>✓ Can everyone realistically participate?</li> </ul>	

## Culture Intelligence (CQ) STRATEGIES: PROMOTION AND PROFESSIONAL DEVELOPMENT

CQ STRATEGY	CHECKLIST	AREAS FOR IMPROVEMENT
<p><b>Address biased behaviour and add specific development goals for using CQ to avoid and manage bias</b></p>	<ul style="list-style-type: none"> <li>✓ Do you apply CQ and focus on facts?</li> <li>✓ Have you clearly defined desired behaviour?</li> <li>✓ Do you work to prevent “explaining it away”?</li> <li>✓ Do you use multiple perspectives to check for possible bias (i.e., 360-degree evaluations, exit interviews, etc.)?</li> <li>✓ Do you offer training on how to manage bias as part of professional development?</li> </ul>	
<p><b>Ensure managers participate in professional development with their teams (i.e., Unconscious Bias training sessions)</b></p>	<ul style="list-style-type: none"> <li>✓ Do you encourage managers to participate in unconscious bias training with their teams?</li> </ul>	
<p><b>Include professional development as part of your Organizational Inclusion Index to identify gaps in demographic representation for specific cultural groups</b></p>	<ul style="list-style-type: none"> <li>✓ Do you track and analyze who has access to professional development and who participates in it to determine if there are gaps across cultural groups?</li> </ul>	

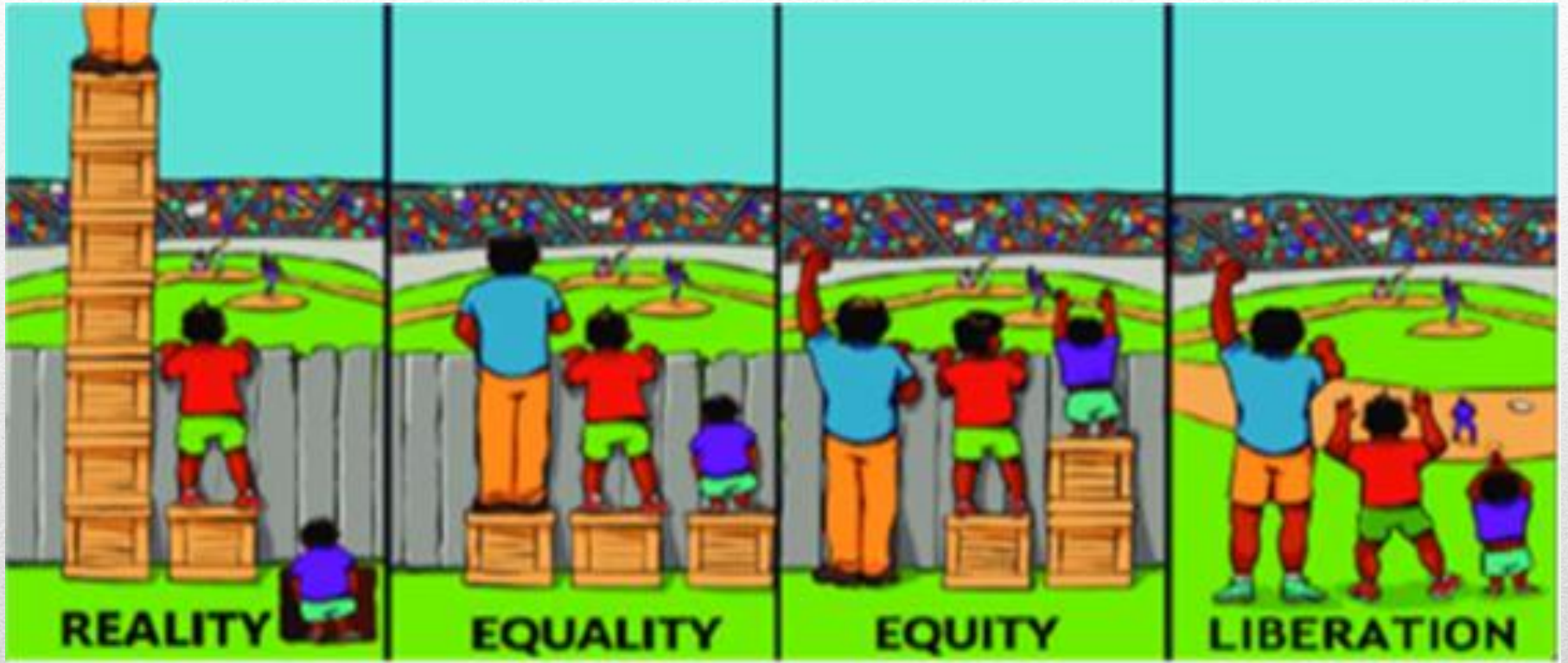


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- **WRES**
  - **WDES**
  - **NHS Staff Surveys**
  - **ED&I Workforce Dashboard**
  - **Gender Pay Gap Report**
  - **Organisational Quarterly Surveys**

*\*Using workforce data to inform policies and work practices.*

*\*Using evidence and analysis to offer challenge and bring to the attention of the Trust Board's.*

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**What do we like to see?**

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**“BE THE CHANGE  
YOU WANT TO SEE  
IN THE WORLD”**

**MOHANDAS GANDHI**



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INSPIRATI