

Delivering a Diversity and Inclusion Strategy that Builds a Sense of Belonging

- Sally Hopper, MSc, FCIPD, FRSA
- Director of Human Resources
sally.hopper@hertfordshire.gov.uk

What the conversation is about today ...

1. Identifying and overcoming the **impact the pandemic** has had on inclusion and workforce culture
2. Proactive measures to ensure employees feel **welcome** and **valued** at work
3. Best practice in implementing practical **D&I initiatives** that bring about positive change
4. Developing **progression plans** for groups underrepresented in **management roles**
5. Strategies to **document** and **celebrate staff achievements** to improve motivation

Impact of the pandemic

- Being in the thick of it – working on the front line.
- Being in the thick of it – sitting alone at home.

Impact of the pandemic

- Mental health and wellbeing
- Ways of working

Impact of the pandemic

- Mental health and wellbeing
- Ways of working
- and*
- Cost of living
- World events
- Compromise, after compromise

Impact of the pandemic

- Employee Assistance programme – great but we needed more.
- Introduced a health and wellbeing lead and partnered with Noreen Tehrani Associates to do a more thoughtful diagnosis of mental health and wellbeing (work ongoing)



MAINTAINING A HEALTHY BODY BY MAKING HEALTHY CHOICES ABOUT DIET, EXERCISE, SLEEP AND LEISURE



DEVELOPING A POSITIVE ATTITUDE OF MIND BEING SELF-CONFIDENT, SELF-RESPECTING AND EMOTIONALLY STRONG



HAVING A SENSE OF PURPOSE, FEELING OF FULFILMENT AND MEANING



POSSESSING AN ACTIVE MIND WHICH IS ALERT, OPEN TO NEW EXPERIENCES, CURIOUS AND CREATIVE



CREATING A NETWORK OF RELATIONSHIPS WHICH ARE SUPPORTIVE AND NURTURING

□ Noreen Tehrani Associates Ltd

Building wellbeing & resilience in the workplace - Personal factors

(Canadian Centre for Management Development, 2002) cited by Noreen Tehrani 2021

Impact of the pandemic

We asked colleagues

What would you like to do as a lasting reflection?

Impact of the pandemic



Impact of the pandemic



Proactive measures to ensure people feel valued and included at work

If you can be anything be kind

Proactive measures to ensure people feel valued and included at work

- If you can be anything be kind
- The start of a conversation

Proactive measures to ensure people feel valued and included at work

- If you can be anything be kind
- The start of a conversation
- Asking how you are and meaning it

Proactive measures to ensure people feel valued and included at work

- If you can be anything be kind
- The start of a conversation
- Asking how you are and meaning it
- Don't walk on by – call it out

Proactive measures to ensure people feel valued and included at work

- If you can be anything be kind
- The start of a conversation
- Asking how you are and meaning it
- Don't walk on by – call it out
- I can't be what I can't see

Proactive measures to ensure people feel valued and included at work

- If you can be anything be kind
- The start of a conversation
- Asking how you are and meaning it
- Don't walk on by – call it out
- I can't be what I can't see
- Working with *not doing to* colleagues

Proactive measures to ensure people feel valued and included at work

At the heart of these quotes:

- Staff network groups
- Learning and listening
- Showing vulnerability
- Educating each other



Best practice Diversity and Inclusion Initiatives

Making diversity and inclusion part of our DNA video



Developing progression plans for groups underrepresented in management roles

- Reverse mentoring
- Mentoring and coaching
- Shadowing opportunities
- Thinking differently – e.g. staff panels for senior appointment interviews.
- Wanting it enough!

Strategies to document and celebrate staff achievements

- External awards – MJ award Rising Star 2022 shortlisted – Kristy Thakur
- You are a star award
- Use our influence and share knowledge internally and externally

thank you



www.hertfordshire.gov.uk

