

London Workforce Race Strategy

A better NHS for us all.

Celebrating Evaluation & EDI Innovation – London Workforce Race Strategy Event

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Whittington Health NHS Trust

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De Vere Grand Connaught Rooms, 61-65 Great Queen Street, WC2B 5DA

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Name of organisation:	WHITTINGTON HEALTH NHS TRUST)
Name of Bid Project:	Bands 2- 7 B.A.M. E. <i>Career Development Programme</i>
Name of Bid Lead:	Helen Kent
Job title/role:	Assistant Director of Organisational Development & Learning
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1. Description of your Project

The annual Workforce Race Equality Standard (WRES) shows that whilst Whittington Health NHS Trust has relatively equal numbers of Black, Asian, and Minority Ethnic (B.A.M.E.) and White staff, there is a disparity at each level of seniority, with B.A.M.E. staff over-represented in lower bands and White staff over-represented in senior roles.

- This bid relates to one of those strands of activity. A programme for Bands 2-7 B.A.M.E. Career Development which supports a route to increasing B.A.M.E. representation in more senior ranks*
- The programme ran as a pilot in the summer of 2022 and evaluation. Evaluation and data indicated that 50% of participants moved on to a new role at a higher band within Whittington Health and at least one other NCL organisation, and resulted in increased confidence applying for new roles, and undertaking further development*
- Our aim for the bid was to be able to run a further two cohorts of the Bands 2-7 B.A.M.E. Career Development Programme using the evaluation of the pilot.*

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1. Description of your Project - cont

Applications is from B.A.M.E candidates from across a range of disciplines employed at bands 2-7 and offer structured opportunities to provide competency development for participants across a range of skill sets.

- The application process for the programme involved an appraisal, a nine-box-grid and a talent profile. The candidates were then invited to a 'development centre' using group coaching to identify candidates and shortlisting of applications followed by a diverse panel with representatives from the EDI team, OD, and the Staff Network.*
- Unsuccessful candidates were offered a 1:1 Career Development Conversation which resulted in signposting to different development routes and/or coaching (this has also shown benefits in terms of career progression).*

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1. Description of your Project - cont

The programme consists of:

- 1. Taught modules*
 - 2. On-the-job technical learning supported by the placement host manager*
 - 3. Ongoing self-directed learning*
- *Successful participants undertook a 3-month programme, including a placement to gain experience working at higher bands. The taught modules covered finance, people management, data, governance, etc. delivered by internal and external subject matter experts. Participants undertook 1:1 coaching, psychometric profiles to enhance self-awareness, and 1:1 guidance from programme leads. **This was a critical because many participants who felt 'stuck' in their careers, had not engaged in self-reflection to determine career preferences.***

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2. Please state how your project contributes to the EDI agenda and alignment with national priorities (as outlined in the guidance).

The Bands 2-7 B.A.M.E. Career Development Programme contributes and aligns with: -

- The Model Employer priority, by addressing representation of the overall BAME workforce at senior levels.
- Recommendations of the London Workforce Race Equality Strategy i.e.,
 - ☐ Recommendation 3, encouraging transformation, and
 - ☐ Recommendation 6, evidencing outcomes, as evaluation includes measuring the number of actual career promotions
 - ☐ Recommendation 12, De-bias recruitment, secondment, professional development opportunities

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3. (a) Population (*who is the project for, who will benefit by its outcome*)

The project is aimed at all B.A.M.E. bands 2- 7 staff at Whittington Health who are looking to progress their career. To enable managers to identify staff, or for staff to make a decision on applying, the intranet page for the talent management toolkit provides a starting point and includes current appraisal document and guidance, as well as a talent profile template to support the member of staff to articulate experience and abilities. In particular, the nine-box-grid provides an appropriate assessment to determine suitability for the programme, because it helps to identify 'potential' as well as historic performance and behaviours.

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3. Comparative (*has an alternative intervention been investigated? how does it compare with the one proposed?*)

Whittington Health has delivered stand-alone courses on career development open to all staff, irrespective of protected characteristics in 2021 – 2022 called “I.CARE Career” and consisted of training sessions such as Interview Skills, Career Planning, Building Confidence and Introduction to Leadership, however it did not provide the additional elements of the shadowing opportunity, individual coaching and tailored approach to psychometric assessments and 1:1s.

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3. Specific and measurable outcomes *(what are the anticipated outcomes of the proposed project /initiative?)*

- Successful move to a new role (promotion) and where in the process of applying for promotions within the organisation and North Central London Partners.
- Whittington Health Workforce promotion of internal talent, thus increasing B.A.M.E. representation across different bands. By continuing and expanding the programme based on the evaluation of the pilot, the anticipated outcomes of this project, is to further develop internal talent and become more representative as an organisation

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3. How will it impact on the target population?

It is expected that there will be a positive impact on the target population by enhancing staff experience, providing tailored development opportunities, increase retention, increase confidence in the organisation and fair processes as well psychological safety and morale.

(The pilot itself was popular with 54 applicants competing for 20 places on the programme.)

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3. Key Deliverables (*what will the project deliver as a product*)

The deliverables include non-tangibles such as:

- *Accelerated progress towards the Model Employer targets*
- *More parity of White and Black staff at all levels, particularly senior levels, of the Trust*
- *A greater level of self-awareness and understanding enabling proactive career design*
- *Actual experience of working in desired roles which can be added to people's CVs*

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Evaluation- Quantitative

<p>Total of delegates out of 20 with coaches</p> <p>With coaches – 17 = 85% Without – 3 = 15%</p>	<p>Total of delegates out of 20 with placements</p> <p>With placements – 17 = 85% Without – 3 = 15%</p>
<p>Total of delegates out of 20 who attended >75%</p> <p>Attended >75% - 14 = 70% Attended <75% - 6 = 30%</p>	<p>Total of delegates out of 20 with promotions</p> <p>With promotions – 9 = 45% Without – 11 = 55%</p>

Total of delegates with three (Coach; Placement; and Promotion) out of 20 was 7 = **35%**

Total of delegates with all four (Coach; Placement; Attendance, Promotion) out of 20 was 4 = **20%**

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Evaluation – Qualitative

Verbal feedback and recommendations from current participants

“The programme helped mw to connect with different department and I found out from the secondment about a job opportunity and moved from a band 4 – 6..”

‘...thinking about what we do at work but also what I do outside of work to strengthen the application’

Vimeo Video <https://vimeo.com/796962167>