

Inclusive Recruitment Toolkit

Ethnicity and Disability

Part of the Inclusive Public Services Projects

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With thanks

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“Greater Manchester Health and Care Workforce Collaborative was created in 2017. It brings the Greater Manchester system together, including health and care organisations, localities, as well as education providers and arms-length bodies to work on areas where they agree a Greater Manchester wide approach is beneficial.”

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Introduction

This toolkit provides an outline of the opportunities for change which can be implemented within public service organisations to continue to work towards becoming more inclusive employers and meet the needs of our current and perspective colleagues, as well as the needs of the communities which they serve, focusing specifically on ethnicity and disability.

The Inclusive Recruitment toolkit provides an overview of the opportunities of change which have come from directly communicating with people in the communities of Bury and Rochdale, where the Inclusive Public Service Project began, and provides examples of the current work taking place across various local authorities and NHS organisations. The intention of this toolkit is to inspire the small, but significant changes that can be implemented as part of wider inclusion strategies. This toolkit highlights the live examples of inclusive recruitment practice in relation to ethnicity and disability. There is greater work required which specifically targets ethnicity and disability rather than seeking a universal, blanket approach to improving recruitment to recruit to vacant jobs.

Important information to reference and highlight is that this is not a new framework or strategy to be implemented. This toolkit is a space to highlight the current work taking place across Bury, Rochdale, Salford and Oldham's public service organisations. The scope of this work will continue to include all localities within Greater Manchester. If you have an example of inclusive recruitment to share please complete this [survey](#). Alternatively, you can join the community of practice: [Inclusive Recruitment community of practice](#).

Before an organisation implements any significant changes, a full [Equality Impact Assessment \(EQIA\)](#) should be carried out with a diverse group of people. This is to ensure that the impact of changes proposed have been explored, understood and mitigate any negative impact on people with protected characteristics.

The examples of current work provided in this toolkit are part of organisations wider equity, diversity and inclusion strategies and there are two frameworks which are recommended to be used and embedded within these strategies to ensure that real, lasting change.

[The North West BAME Assembly Anti-Racist Framework](#)

[The Foundations for Change Framework](#)

Background

In March 2023, the Integrated Care Partnership launched their [People and Culture Strategy 2022-2025](#) with 5 priority areas, one of which includes ‘addressing inequalities: we are committed to having a workforce that represents the communities we serve at every level and where our people are treated fairly and with respect.’

Similarly, in 2021 the [Greater Manchester Combined Authority launched a 10 year strategy](#) which seeks to be ‘inclusive and fair – we will show and encourage leadership, promoting and supporting equality of opportunity amongst all our communities fighting discrimination.’

Each public service organisation will have their own policies which will provide guidance to work within when it comes to recruitment. The policies, set out by each organisation will be set in the context of the legislation set out by the government.

Relevant employment legislation, in relation to protected characteristics and the law are as follows:

- Equality Act 2010 which includes the [Public Sector Equality Duty](#)
- Equal Pay Act 1970
- Employment Rights Act 1996
- Employment Act 2008,
- Work and Families Act 2006 Human Rights Act 1998

Hear from Sam McVaigh - Director of People and Inclusion at Bury Council and Senior Responsible Officer for the Inclusive Public Services Project.

“Back in 2018, Public Service Leaders from across Greater Manchester came together and made a commitment to address workforce ethnicity inequality.

Following this, a number of activities took place including support for leaders across boroughs to explore the role they could play and actions they should be taking to proactively lead for inclusion within and across their organisations. As part of this, leaders in Bury and Rochdale recognised the need to think differently about how we attract, recruit and retain a diverse workforce. The data clearly demonstrated our key challenge and opportunity here related to ethnicity and disability, and so, the Inclusive Public Services project was created.

What makes this work different is the commitment to work with and within the communities of our boroughs to understand how we truly make public service careers attractive and breakdown the real and practical barriers they experience in securing employment. Coupled with this, our focus on mutual mentoring will not only support retention and progression but also help leaders across organisations and

boroughs better understand the challenges faced by people from under represented groups and the part they can and should play in addressing these.

Foreword

This foreword has been provided by the Youth Mayors of Bury, Salford and Oldham Council. Here's what they said about why you should get onboard with Inclusive Recruitment focusing on race and disability.

Paaniz, Youth Mayor of Salford 2023-24 - "Brings together inclusivity and diversity that allows a range of different people to be involved in decisions that affect their community"

Daniel, Youth Mayor of Bury 2023 -24 - "Increases the ability of people from marginalised groups to access employment opportunities available and be hired based on being the best person for the job"

Charlotte, Youth Mayor of Oldham 2023 -24 - "Improves the perceptions of public service organisations to people in our communities who are currently underrepresented in our organisations"

This toolkit provides live examples of the inclusive recruitment practices people and organisations are doing to become more representative of the communities which they serve. It offers a number of methods to move towards removing barriers and improving perceptions to employment in public services regarding ethnicity and disability.

Organisations can get involved by trailing one or more aspects of the examples shown in this toolkit which focus on hiring the best candidates for the role, regardless of the individuals ethnicity or disability.

The benefits to inclusive recruitment are well documented and include higher retention rates of staff, a greater range of ideas and viewpoints as well as different ways of working and different perspectives which help to solve problems.

Why does inclusive recruitment matter?

We can only recruit the best person for the job if they apply.

When discussing the rationale for more inclusive recruitment practices it's easy to focus on the business case alone. There are many reasons why inclusive recruitment has a just business case however the focus of this toolkit is simply the right thing to do.

There's a plethora of papers, newspaper articles and other pieces of literature and research which have been carried out that note the challenges experienced by ethnic minority and disabled people, and highlight and discuss what can be done to change peoples future experiences for the better. This toolkit focus' on the current activity in this area and how the positive changes to recruitment, retention and development of staff can be further implemented to ensure that anyone, regardless of who they are, can apply for and successfully gain a job which they have the skills and desire to fulfil. In the first instance, organisations can only do this if that 'best person' applies for the role.

Inclusive recruitment is about removing barriers to ensure that a variety of people are provided with the opportunity to gain the appropriate skills via training and experience then provided with the opportunity to demonstrate their skills for their desired role. Primary and secondary research shows that within Greater Manchester public service organisations this isn't currently the case. Many public service organisations are not representative of the ethnic and disabled communities which they serve and therefore this toolkit focuses on inclusive recruitment specifically to ethnicity and disability.

We know that work is taking place in organisations to encourage more inclusive recruitment practices and this toolkit sets out to exemplify and encourage change within recruitment in public service organisations in Greater Manchester.

If you are interested in learning more about the business case of inclusive recruitment please refer to page 6 of [the Inclusive Recruitment Toolkit developed by Society](#).

Did you know?

According to a survey conducted by the Charter Institute of Personnel and Development, the median cost of recruiting in the public sector is £1,000 and £3,000 for senior managers. You can find more information in the [Resourcing and Talent Planning Survey 2021](#).

Disability – jargon busting

All words on this page are taken, with consent, directly from the [Foundations for Change report](#).

The Social Model of Disability

Breakthrough UK describes the social model on their website as follows: “Disability is still too often viewed by some politicians, employers, organisations, and members of the public as an individual tragedy, or only as a health issue.”

This doesn't explain disabled people's experiences of the world. That's why disabled people developed the social model of disability. We know that the real reason we cannot take part in everyday life on the same basis as others is because society is organised unfairly. Society puts up barriers to disabled people's inclusion. These can be bad attitudes, poor physical access, or the way organisations do things.

Disabled People

People who have an impairment and experience barriers in society as a result of society being structured and organised in an inaccessible way. The term disabled people within this report is inclusive of those with physical and sensory impairments, mental health conditions, neurodivergence and long-term health conditions.

Impairment and Disability

Under the social model of disability impairment and disability are not the same:

Impairment

This is when part of a person's body, mind and/or emotions works differently from what is considered 'normal' by society.

Disability

This refers to the barriers, discrimination, and prejudice disabled people face. It is not our bodies or minds which 'disable' us it is society.

Long-Term Health Conditions

The use of the phrase long-term health conditions was brought to our attention early in the project. In early conversations with staff and leaders across the sector, it became clear that while The Equality Act may consider someone with a long-term condition to be under its protection as a disabled person, the identifier of 'disabled' is not one everyone subscribes to. This is something we felt was important in ensuring that everyone facing disabling barriers can benefit from this framework and be

included in the process. To ensure they were included we continued to use the phrase ‘people with a long-term health condition’ throughout. This is still not an identifier used by some disabled communities and as such requires further consultation.

Ethnicity – jargon busting

People Experiencing Racial Inequality (PERI)

Though the acronym is often used for this phrase, it is advised to refrain from using the acronym PERI. One reason for this is that it remains in having a perceived ‘othering’ of ethnic minorities as a single homogenised group of people. Secondly, when the acronym is used it is not directly acknowledging that inequality is taking place. Using and saying the whole phrase ‘people experiencing racial inequality’ is a reminder that people are experiencing inequalities because of their race. The social model of disability, similarly addresses this in highlighting that the current systems in place are what needs to change rather than viewing individuals as a problem and putting the emphases of change on them individually.

The [gov.uk](https://www.gov.uk) website refers to the following phrases regarding race and ethnicity.

Ethnicity and race

‘We refer to ethnicity and not race. This is because:

- Surveys usually ask people for their ethnicity and not their race
- Using consistent terms helps people to understand data’

Ethnic minorities

‘We use ‘ethnic minorities’ to refer to all ethnic groups except the white British group. Ethnic minorities include white minorities, such as Gypsy, Roma and Irish Traveller groups.

For comparisons with the white group as a whole, we use ‘all other ethnic groups combined’ or ‘ethnic minorities (excluding white minorities)’. We also refer to ‘white’ and ‘other than white’ if space is limited.’

Intersectionality

Professor Kimberlé Crenshaw coined the term intersectionality in 1989 to illustrate the experiences of black women, as discussed in her [paper Demarginalizing the Intersection of Race and Sex: A Black Feminist Critique of Antidiscrimination Doctrine, Feminist Theory and Antiracist Politics](#) which states

‘... the intersectional experience is greater than the sum of racism and sexism, any analysis that does not take intersectionality into account cannot sufficiently address the particular manner in which black women are subordinated.’

For example, a black woman has to contend not only with the barriers and inequalities all women face, but also with the with barriers and inequalities that are specific to black people. Meaning that a black woman has additional challenges that a white woman or a black man would not face.

Community engagement

This project set out to understand the barriers and perceptions of ethnic minority and disabled people in employment within public services. The first step taken was to connect and engage with ethnic minority and disabled people in Bury and Rochdale. This included contacting various community groups, explaining the project and forming relationships with community leaders and organisations. From there, it was possible to engage with the people who accessed these services. Conversations with individuals took place within community settings where individuals were familiar with the building and with the people who worked there. Without the support of these organisations this would not have been possible.

Special thanks to [Bury Employment Support and Training](#), [African and Caribbean Women's Centre](#), [PossAbilities](#), [Bury Active Women's Centre](#), [Caring and Sharing Rochdale](#) and [Bury Adult Learning Centre](#) via the Paths to Employment events.

From these conversations, it became clear that there are changes that organisations can implement to create change when it comes to recruitment and development of people experiencing racial inequality and disabled people. Thus, the development of 7 opportunities of change were developed. The idea behind these opportunities is to allow organisations to think of practical changes which they can implement into their recruitment and development practices. This toolkit sets out to demonstrate some of the live examples that currently exist in public service organisations in Bury, Rochdale, Salford and Oldham. More information can be found with embedded hyperlinks and via the [Inclusive recruitment community of practice](#). Caring and Sharing Rochdale and Bury Adult Learning Centre via the Paths to Employment events.

Following the conversations in this toolkit, organisations will still need to carry out their own consultations with community groups and staff networks within their own locality and organisation.

Seven opportunities for change

Improve perceptions of working in your organisation

- Diversify where you advertise job vacancies
- Improve the application process
- Improve the assessment method (typically face to face interviews)
- Job carving
- Promote and implement workplace adjustments
- Development and retention of existing workforce

Opportunities for change

Improve perceptions of working in your organisation

Make external communications accessible, such as alternative text, font style and size. Photographs representative of a variety of people with different ethnicity and people with disabilities in publications. Celebrate difference by talking about it.

Diversify where job vacancies are advertised

Establish relationships with local community groups and directly share vacancies with them. Utilise community notice boards, including parks, independent and large supermarket notice boards. Ensure adverts include community support for job seekers.

Improve the application process

Accept CV applications. Develop universal application forms which have space to add specific role questions that can be shared on the job advert and can be easily printed. Share application forms with community groups and libraries. Consider pooling unsuccessful applications for future roles.

Improve the assessment method when recruiting

Combine face to face interviews with working interviews. Ensure that assessment questions and tasks are to gather information about the persons ability to fulfil the job role. Ensure that recruitment panels are diverse to reduce bias.

Introduce job carving

Consider hiring people based on a specific skill set. Ensure that managers understand that jobs can be recruited for specific skills and redesigned to support staff needs as a form of workplace adjustment.

Promote and implement workplace adjustments

From application and onboarding to exit interview off boarding, hold regular discussions about what support or changes employees need to ensure they can fulfil

their role. Research shows that workplace adjustments rarely require a financial consideration.

Improve development and retention opportunities

Capture equalities data to understand how development opportunities are being utilised in your organisation. Ensure managers understand the importance of workplace adjustments and staff networks. Celebrate difference in the work place via internal and external communication streams.

Did you know?

Positive action can be utilised to remove discrimination in the workplace to ensure equality of outcomes for all staff. This includes guaranteed interview schemes, wellbeing schemes and development schemes specifically for underrepresented groups.

Opportunity for change – Persona Care and Support

Inclusive Recruitment

Persona Care and Support provide services for people to live their best lives regardless of what their support needs are. Over the past 18 months Persona, based in Bury, have been reviewing their recruitment and retention practices.

Kat Sowden, Managing Director and Laura Wolstenholme, Head of People and Communications have been leading on the inclusive recruitment changes looking at how they advertise, shortlist and assess (interview) to ensure Persona are providing equitable opportunities to their jobs vacancies. They are also working with their team managers to ensure that once recruited, staff are given the support and guidance needed to fulfil roles. As a result of these changes, the organisation have seen an increase in the diversity of people applying for, being shortlisted and successfully gaining employment. They also report that they have had 100% retention of new employees since January 2023.

Laura Wolstenholme the Head of People and Communications said: "As an organisation the number of staff from an ethnic background has increased from 9% to 12% over a 12 month period – demonstrating that we are improving in this area, but we understand there is more work to be done"

So what changes have been made?

- Set up a simple, [expression of interest form](#) for job vacancies with an option to attach CV but not essential. Meaning lengthy application forms are not the first form contact for applicants.
- Equalities data is gathered at application stage.

- Recruiting managers call all applicants who complete an online form.
- Asking applicants phonetically spell out their name on the online form, this improves the experience of applicants as managers are more likely to get their name right when they call them up..
- For 'hands on' roles i.e. care assistant roles all assessments (interviews) are held in person.
- A bank of values based assessment questions have been developed, in collaboration with existing staff to reduce bias in the interview process and ensure questions are relevant to each role..
- Applicants provided with written questions (30 mins) before assessment.
- All assessments have practical elements to them which allows applicants to demonstrate their skills as well as talk about them.

Manager case study

Anna, Manages The Grundy Hub and Extra Care Scheme at Persona and shares her experiences of the changes made to the recruitment process. 'As part of reviewing our application and interviewing process we looked at the questions which we asked during interviews. We realised that we asked very standardised questions about medication or specific safeguarding questions which would be difficult to answer if that person hasn't worked in care before. We found that the interview questions were focused on things that could be learnt rather than exploring a persons values. Changing the questions in interviews allowed us to explore and learn more about the person we were interviewing, who they are and if they hold the values that we hold as an organisation which are: [Respectable, Enthusiastic, Adaptable, Caring and Honest.](#)'

"The time we invest upfront pays off in the long run because we are less likely to have to recruit to that role again for a considerable amount of time as we have a lower staff turnover. 'Having a simple form to complete makes it easy for people to express their interest in a job with us. It is then the hiring managers responsibility to follow up each expression of interest with a phone call to have a conversation with the applicant. This means that people have a better experience of applying for a job rather than the first interaction being completing and submitting an application form, then waiting to hear back from the us. We are proud to do things differently".

As a manager, it is a big investment of time to call every applicant back who express an interest in a role however, since January 2023 all roles we successfully recruited to have seen all the applicants stay with us. For me as a manager, that means the time we invest upfront pays off in the long run because we are less likely to have to recruit to that role again for a considerable amount of time as we have a lower staff turnover.

One of the most significant changes which we have made which makes our recruitment process more inclusive is implementing a practical part of the interview process. So not only have we introduced values based questions which we provide prior to the interview but we also have a practical part of the applicant assessment. Each part of the interview process is viewed as 50/50 meaning that there is good opportunity for people to showcase their skills.

Opportunity for change – Bury Council

Inclusive Recruitment – Catering

Andrew Cowen is the Senior Operations Manager for the catering team at Bury Council. Here is what he had to share about the inclusive practices his team have put in place.

The main driver is to fill roles because we have a service to provide, but these changes have also had the following benefits:

- An increase in staff morale
- Provides teams with a broader range of skills
- Increases the cultural awareness within our teams
- Creates a foundation for individuals to grow and develop

Our working interviews are so far a great success. We have introduced working interviews so feedback can be given immediately and we start the on-boarding process the same day. The Senior Management/Office Team would interview the candidate, score them and let our kitchen managers know they will have a new starter. The Human Resources (HR) team then carry out the relevant checks. With our new approach, we carry out working interviews meaning candidates are able to experience our service and meet the people they could be working with. This also means that kitchen managers have the opportunity to meet future employees and give their opinions on how the candidate performed at the interview. This ensures the whole team are involved during the recruitment process as we value their opinions and want to work together to build good relationships and encourage active listening.

Crucially, we have been working closely with the Human Resource (HR) team to reduce the amount of time it takes to recruit. Typically, it would take 7 weeks to advertise, interview and onboard then carry out DBS checks, which, could range from a few days to a few months. Our staff only need to give 4 weeks notice period so this was leaving us short staffed and put added pressure on other employees, which resulted in more notices being handed in or employees being absent from work.

To address this, we set up weekly meetings with HR, and worked with local, external recruitment providers. I'm confident this process will improve retention of staff.

Improving the interview process - Tetiana's journey

Tetiana didn't have anywhere to live, no job and very limited English. The Catering team at Bury Council were contacted by a local resident who said that she had taken Tetiana and her daughter into her home as part of the Homes for Ukraine Scheme and was wondering if they had any jobs to offer.



Andrew Cowen, the Senior Operations Manager in the catering department at Bury Council, arranged to meet with Tetiana and with the help of google translate discussed the positions within the catering department that were vacant. After this, a working interview was arranged to assess Tetiana's suitability for a role. To provide further support to Tetiana and support her to succeed in her new role, Andrew referred her to Bury Adult Learning Centre where she subsequently enrolled onto a English for speakers of other languages (ESOL) course. As a result, Tetiana is now working towards an entry 2 speaking and listening qualification alongside her role within the catering team within a school kitchen.

Having gained permanent employment, Tetiana has now found permanent accommodation for herself and daughter.

Did you know?

Bury Council are developing a workforce representation plan, focusing specifically on increasing the representation of ethnic minority and disabled staff within the organisation. The 3 year plan is currently being developed in collaboration with staff networks, human resources and operational development teams.

Opportunity for change – Rochdale Council

Improving the application process

Emma Garner is the recruitment and retention strategy officer at Rochdale Council.

In January 2024, Rochdale Council appointed Emma Garner as the recruitment and retention strategy officer. The new role was created to address the council's recruitment and retention challenges. Emma has been keen to ensure that workstreams including introducing role profiles, updating the recruitment policy and improving the perceptions of their organisation through using photographs of real people employed at the council.

Role Profiles are used to improve the experience of applying for a job, they provide an overview of essential information and allow individuals to understand the assessment process prior to application. This in turn allows candidates to provide information that best demonstrates how they fulfil the role criteria and when they need to demonstrate this skill or knowledge. This also encourages recruiting managers to refine their job description to ask for information which is essential to know at application stage for the role they are recruiting to.

The role profile framework consists of three pages; the first is a page showing 4 boxes – Role Profile, Succeed at Rochdale (employee value proposition), Overview – Duties, Purpose – Objectives. The following two pages provide an overview of what skills, knowledge and experience are required for the role alongside how this will be assessed. Either by application, interview or assessment. Role profiles were trialed for a small number of job adverts in January 2024 and all roles were successfully recruited to. As a result, the use of role profiles is now being rolled out across the organisation. It is not yet clear if the use of role profiles has a positive impact on the success rate of ethnic minority or disabled peoples applications but Emma will be monitoring this over the next year.

Emma has also introduced the use of photographs of existing employees alongside the adverts for their roles. The idea behind this is to improve the perceptions of Rochdale Council within recruitment. Emma arranged for photographs to be taken of colleagues across different departments within the organisation and was keen to ensure that there was representation across all protected characteristics as Emma understands the importance of ‘seeing yourself’ in the role models around up and aspiring to be like them.

Improving perceptions through work experience

Habiba Khatoon is the Work Experience Coordinator at Rochdale Council.

When discussing the role, Habiba said “When I started my role in April 2023, the Work Experience Coordinator role was new to Rochdale Council so in the first few weeks in the role, I thought it would be helpful to connect with key partner organisations Rochdale Council work with within the work and skills team. The aim of this was to inform organisations of my role and to identify their requirements for work experience e.g. Redwood supported internships, T-Levels, PossAbilities.

The majority of work experience requests have come through these key partner organisations as well as the caseworkers from our work and skills team. In the upcoming months I will be promoting and advertising the work placement opportunities more widely. Since April 2023, I have co-ordinated 22 placements for individuals from ethnic minority backgrounds with 4 employment outcomes with external organisations. I have also co-ordinated 13 placements for learners with a disability, 3 of whom are from ethnic minority backgrounds.”

For more information about work experience placements in Rochdale Council please email: workexperience@rochdale.gov.uk

Case study

I received a work experience request from a local training provider for an 18 year old who was on a Traineeship with them. He has a physical disability which affects the nerves and muscles and as a result, uses crutches to help him walk. The training provider had previously struggled finding an employer who could meet his needs so when they heard about Rochdale Council's new work experience programme, they got in contact and asked if I could find a placement a suitable. A couple of weeks later he started a 2 week placement.

To begin, the trainee was extremely shy and nervous but as the days passed, he became more comfortable around his team and his confidence increased. He benefitted greatly from the opportunity and shared that he enjoyed the overall experience of a work place and that of Rochdale Council.

Opportunity for change – Northern Care Alliance

Improving perceptions – Medical Summer School

Rochdale Care Organisation's widening participation initiative is a collaboration between Rochdale Infirmary and the Social Mobility Foundation (SMF).

It involves Rochdale Care Organisation supporting visits by students to the site over a week where they experience the variety of work available in the hospital and develop a deeper understanding of the different role within NHS. The [Social Mobility Foundation](#) is a national charity which aims to make a practical improvement in social mobility for young people and support for 16-17 year olds. Looking specifically at providing experiences for students who may not have an understanding of the UK education system and application process.

During July 2023, five students completed a 1 week work experience placement at Rochdale Infirmary. The students were able to get an insight into what a patients journey looks like. The group shadowed different departments and gained experience of working in a hospital setting.

Zalan Alam, Clinical Director for Intermediate Medical Care helped co-ordinate the visit and said "We are grateful to the widening participation team and the students who came by to visit us at Rochdale. The one week programme would not have been possible without the support of our Foundation Year 1 Doctor Dawood, Clare Nott, HR Director, Tariq Mohammed, BME Staff



Network Chair, Theatres, the Alcohol Nurses at our Urgent Treatment Centre.”

Clare Nott, Director of Human Resources said “It is fantastic that teams and departments across the care organisation have come together to provide the opportunity to support this group of high achieving young people, who are passionate about gaining an insight into the NHS. We hope to build on this each year.”

Feedback from the students included “I enjoyed being in the hospital environment, seeing what people actually do”. Another student added “it was helpful to speak to professionals. I was talking to a junior doctor, who had been through the full journey and application recently.”

If you would like to find out more information about becoming an NCA Career Ambassador please contact: careerambassadors@nca.nhs.uk

Opportunity for change – Introduce job carving

Job carving

What is job carving?

Job carving can be applied in many ways. The benefit of job carving is to ensure that employees are working to their strengths as part of a wider team therefore sharing team duties in a strengths based way rather than equally across all individuals. If someone has a particular skillset, this could also be applied across multiple teams. Job carving can take place at the job design stage as part of the recruitment process, including job sharing or by way of adjustments for existing employees.

The British Association of Supported Employment (BASE) describe job carving as ‘used where the person can successfully undertake the majority of tasks in their job role but there may be an element of their duties which they are not able to complete. It may be that the candidate is capable of completing a high percentage of the job tasks and the employer negotiates job duties across a team’.

Alternatively they suggest that ‘job carving is used to analyse tasks in a job role and swap an element of the job duties to make the most of individual skills’. Read more on [job carving and job design | British Association for Supported Employment \(base-uk.org\)](http://base-uk.org)

Benefits of job carving?

- The benefits of job carving mean that employees feel valued for their skills and focus on the strengths of individuals and the team as a whole.
- Research has found that employees who are disabled often remain with the same employer for longer compared to those who are not disabled.

- Enables people with a disability to undertake highly skilled and lower skilled roles based on their own skills, desires and experience, rather than a job which is open to them in a specific role where support is being provided.
- [How Job Carving Can Help Disabled Employees and the Organisation – Disability Employment & Recruitment \(evenbreak.co.uk\)](https://www.evenbreak.co.uk)

Peoples lives change throughout their employment and therefore job carving could support an existing employee to keep their job by carrying it out in a different way.

Opportunity for change – Bury employment support and training

Job carving – Joel’s journey

Joel has attended [Bury Employment Support and Training](#) for life skills training and employability. Whilst with Bury Employment Support and Training, Joel has tried various job roles within a placement setting and although he said he had enjoyed the placements; he didn’t feel fulfilled within some of the roles. Joel has fantastic customer service and organisational skills and gives everything 110% in all that he does.

Joel was subsequently offered an 8-week placement at Smyths Toy store and became a valued member of the team. Joel’s skills in particular areas meant he was given specific roles to undertake and duties were determined based on his strong organisational skills. It was also felt that because Joel was keen to develop his customer service skills, he would have some time on the shop floor. When in discussions with the manager, Mandy, Joel was support by his placement officer to talk about the benefits of carving out a job specifically for him around his skillset and they agreed to consider Joel in their next round of recruitment.



A couple of weeks passed and Joel was offered a seasonal role based on the duties that he had done previously and excelled in. Let’s just say Joel was ecstatic and even did a victory dance!

Joel was supported by his placement officer to meet with Mandy, the manager of the Bury store, and she explained that she had created a job specifically for Joel. Mandy was happy to take Joel's 8 week placement as a working Interview. Joel was supported by his placement officer throughout the induction and they now visit Joel weekly if any in-work support is needed. Joel was originally given an 8 hour contract however this has been since been increased to 18 hours a week.

Opportunity for change – Raise awareness of workplace adjustments

Workplace adjustments

What are workplace adjustments?

Workplace adjustments are commonly seen as a way of supporting physically disabled people to carry out their work in a way that best meets their needs. However workplace adjustments can apply to a variety of people depending on their learning and processing style, their preferred working environment, caring commitments and many other aspects of a person and their life.

Workplace adjustments can be embedded throughout the employee life cycle from interview and on-boarding to exit interview and off boarding. Workplace adjustments are often referred to as 'reasonable' adjustments however the favoured language for this is changing to become 'workplace adjustments'. This puts the onus onto the organisation to ensure it is providing individuals with the support they need to fulfil their job role. Thus, moving away from the universal approach where all employees are expected work in the same way. This is covered in the [Public Sector Equality Duty aspect of the Equality Act 2010](#).

The Foundations for Change Report sheds light on a number of aspects of disabled peoples experiences of adjustments within their workplace and states that 'workplace adjustments are not understood as a duty of The Equality Act in some cases.' There is a misunderstanding regarding workplace adjustments that they require considerable financial investment from the organisation however, a recent study found that financial impact of workplace adjustments is less of an issue than assumed, with only 11% of respondents stating that there would be a financial cost to their workplace adjustment request.

Following the Covid-19 pandemic, we have seen a shift in the way that we utilise technology to work in a variety of ways to meet different needs. This has predominantly impacted the public sector via working from home schemes. This has provided employees to manage their health and responsibilities in a variety of ways. There has been a recent shift to reduce this offer to employees however workplace adjustments can support organisations to meet the needs of their employees to ensure that the best person for the job remains and develops with that organisation.

Did you know?

According to [Muslim census](#) Muslim employees are twice as likely to stay at their current place of work if they feel their workplace is supportive during Ramadan.

Examples of workplace adjustments

Small changes that can have the biggest impact on someone's life.

This toolkit focuses on ethnicity and disability therefore the examples provided apply to disability, including long-term illness and neurodiversity, and ethnicity in relation to language, culture and religion. Ensuring that strengths based conversations are regularly had between managers and employees will develop confidence in employees to request workplace adjustments and for managers to quickly pick up on any support an employee requires.

Working with agility - Allow employees to decide where the best place to carry out their work is, including working from home. Ensuring the work place is physically and psychologically accessible to the individual can vary based on the individuals role and needs to ensure that confidentiality, GDPR is adhered to and that an adequate level of service is provided. Allowing individuals to manage their own time to allow for doctors appointments, prayer times, attending cultural or religious festivals as well as grieving processes will support employees to feel valued in their role and provide flexibility for them to care for themselves in their role. Thus, meaning they are best placed to fulfil their role.

Provide quiet working spaces within office environments and quiet spaces for staff to take breaks and ensure that there are multi-faith rooms that are used appropriately. Each person has a different way in which they process auditory information, some people have greater challenges with processing audio than others such as those with [auditory processing disorder](#). This can mean that loud working environments can cause a lot of discomfort for some people and result in them spending more time processing environmental information rather than focusing solely on what is relevant to their role. Alternatively, noise cancelling headphones might help some individuals if a quiet space can't be provided.

Providing the appropriate equipment for employees to carry out their role can include desks, chairs, hearing equipment and may incur a financial cost.

British Sign language and other interpreters may be required at interview or throughout employment. There are a variety of free translation apps which can be used and it is recommended to use human translators over machine generated.

Access to work can support with the financial costs of workplace adjustments which related to disability and [Able Futures](#) and [Maximus](#) can support with mental health at work.

Opportunity for change – Improve development and retention opportunities

Development and retention

As part of inclusive recruitment it is essential to ensure that the environment and culture enables ethnic minority and disabled staff to be themselves and, if they choose, to develop throughout their career. First and foremost this includes proactively eliminating discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010. Thus having a zero tolerance of discrimination, harassment and victimisation within the organisation and insuring there is a plan to an anti-racist organisation that ensures the social model of disability is applied throughout all stages of the employee life cycle.

There are limited examples of retention and development opportunities, specifically to ethnicity and disability within public sector organisations in Bury, Rochdale, Salford and Oldham. This is not to say that there are not retention and development schemes but that they are limited when it comes to the two mentioned protected characteristics. Within the opportunities section there is a list of suggested opportunities which can be implemented to ensure that, once staff are recruited, they are aware of and understand that people like them (with similar backgrounds and experiences) are valued by the organisation. To achieve this, full transparency is required via capturing equalities data, understanding the experiences of others based on primary and secondary research to build a realistic picture of employees experiences.

One way this can be done is by taking positive action schemes for underrepresented groups. This includes comparing workforce equalities data against equalities data and developing a plan of how changes will be made. An example of this is having development schemes exclusively for black or neurodiversity members of staff.

Greater Manchester local authorities have a guaranteed interview scheme for disabled people, care leavers, ex-military personnel and carers. You can access more information on the Greater Jobs page: [guaranteed assessment schemes](#)

Did you know?

'Black workers are the lowest group for earnings at 'peak earning potential' (ages 40-49), an indication of lack of career progression. [The Voice, September 2023.](#)

Opportunity for change – Rochdale Care Organisation

Workforce development

Rochdale Care Organisation are working to create a culture of compassionate inclusion within leadership to ensure the workforce are supported to fulfil their hopes, ambitions and to reach their full potential. Rochdale Care Organisation's HR team and the Nursing leadership team are passionate about ensuring that colleagues in the hospital and community sites across Heywood, Middleton and Rochdale are representative of the diverse communities they serve. Equalities data showed that within the care organisation there is a 19% difference of ethnic minority nurses from band 5 to band 6. Further still, there are only 1% of ethnic minority nurses in band 7+ nursing roles. Following an initial review of quantitative data, the HR and Nursing leadership teams, with support from People Promise Programme, undertook an exploratory piece of work to better understand the qualitative reasons behind the differential progression and pledged to use the information gathered through the exploration to drive change and improvement in this area.

The Band 5 programme has been implemented as a result of recognising the need to encourage and prepare more ethnic minority, disabled, LGBTQ+ nurses to progress in their career, with the proposed outcome to see an increase in representation across all levels of the nursing profession. As well as benefiting the workforce, it is hoped that this will mean services better meet the diverse needs of the patients within Heywood, Middleton and Rochdale, thus ensuring they receive the best quality care.

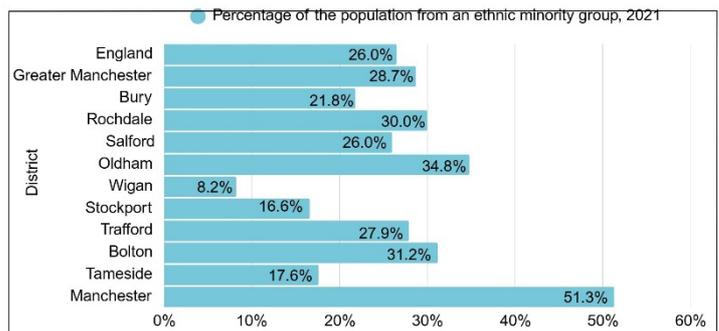


The band 5 Nurse development programme was launched as a pilot in September 2023 with the first cohort due to complete in March 2024. Within this cohort there are 12 candidates from a variety of protected characteristics. 50% of candidates are ethnic minorities and 17% of candidates have a disability. The application process is candidate led, rather than a manager led process to ensure maximum equity. The programme provides band 5 nurses access to knowledge and experiences to better prepare them for their next career steps. This includes; understanding quality audits, their role in CQC inspections, human resource policy overview for line managers, career planning, interview support, building confidence, and wellbeing and resilience for managers. Additionally, candidates undertake a mock interview led by a panel of senior nurses. Following the interview all candidates receive written and verbal developmental feedback to support their future preparation for applying for band 6 roles.

Ethnicity – Census data 2021

The data in the row chart below is taken from the Greater Manchester Combined Authority summary of the ‘top briefings’ of the 2021 Census data. Please refer to [their website](#) for a further breakdown of ethnicity into sub groups.

As written in the ‘[Reflections](#)’ part of the Ethnicity overview on the Greater Manchester Combined Authority website it states: ‘This on-going demographic change confirms the requirement for public services to respond to the needs of a diverse range of ethnic groups – for example, through the provision of translation services and language courses. There are also implications in terms of representation within public life, given the relative lack of ethnic diversity amongst leaders, decision-makers and the wider workforce in many Greater Manchester organisations.’



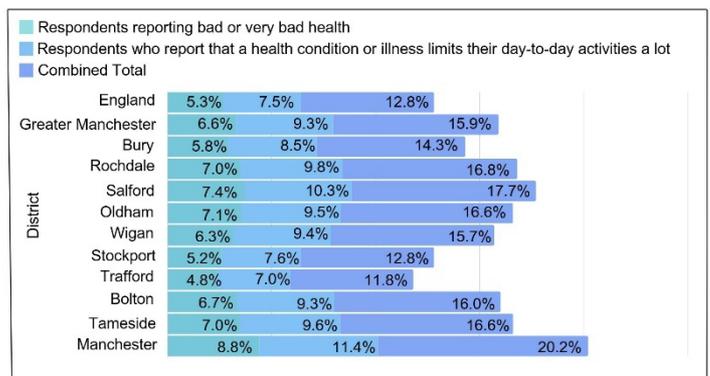
Given that the Census data are reported at the hyper-local level, they will prove valuable in helping local authorities, partner agencies and voluntary and community sector organisations to understand demand and target their services accordingly.

How do your district and workforce data compare?

Ethnicity – Census data 2021

The data in the stacked row chart is taken from the Greater Manchester Combined Authority summary of the ‘top briefings’ of the 2021 Census data. You can find data which covers protected characteristics within [this page](#) where disability is covered under the ‘health’ category.

As written in the ‘[Reflections](#)’ part of the Health overview on the Greater Manchester Combined Authority website it states:



‘The 2021 census was carried out during the Covid-19 pandemic and during the third national lockdown. This may have affected respondents’ answers to questions on

health. The main impact of this is that any analysis created from this data must be treated with caution, as it may not accurately represent the population of Greater Manchester in the post-lockdown period.'

How do your district and workforce data compare?

Further reading

- [North West Assembly Anti-Racist Framework](#)
- [Trailblazers Race Equality Matters](#)
- [Greater Manchester Race Equality Strategy](#)
- [Ambulance inclusive recruitment toolkit](#)
- [Disability confident employer scheme](#)
- [NEU - Anti-Racist Charter](#)
- [BYP Network - Black Experience CPD Course](#)
- [CIPD inclusive recruitment toolkit](#)
- [No more tick boxes](#)
- [Foundations for change report](#)
- [Text help](#)
- [Breaking barriers](#)
- [Able futures](#)
- [CIPD - Developing an anti-racism strategy](#)
- [Employment Legislation 2024](#)
- [Fulfilling your potential / Untapped potential](#)
- [GM ICB Wellbeing toolkit](#)
- [Mental Wellbeing - Learning Disabilities](#)