

Your Career, Your Future, Your Terms

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#Inclusive HR

Objectives

- To empower women to take charge of their careers
- To raise awareness of the social movement within HR
- To better understand the inequities within HR
- To understand some of the actions the HR profession are taking and the ripple effect to the wider organisation.
- To gain an insight into career development and the value of career conversations based on the BARTS experience.
- To learn about the new talent management tool – *Scope for Growth*

#InclusiveHR

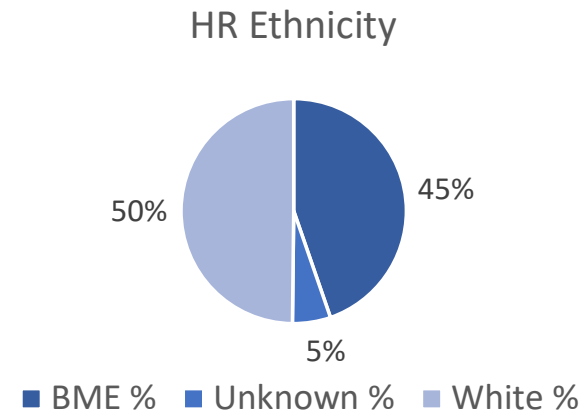
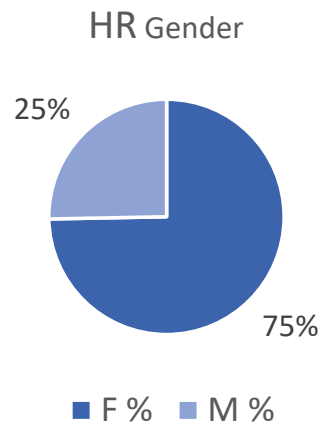


- Social movement for change
- <https://www.hpma.org.uk/2020/12/14/launch-of-final-report/>
- [People Management, March 2021](#)
- [I'll tell you something: the people profession must lead by example on inclusion and diversity \(peoplemanagement.co.uk\)](#)
- [The Importance of Sponsorship in My Skin 106336 \(peoplemanagement.co.uk\)](#)
- [Blog – Exclusion to Inclusion – Its your choice!](#)
- [HPMA - HR in the NHS – News](#)



The HR function is often described as the 'moral compass' and 'heart' of an organisation. We need to be the real trailblazers of true inclusivity and diversity at all levels.

Why is HR So White? London NHS HR Ethnicity Profile



There are 2,424 Human Resources staff on ESR in October 2020, of which

- 75% are female
- 45% are black, Asian, minority ethnic

Less than 1 in 10 people practitioners are from an ethnic minority background, so there is a clear imperative for the profession to lead by example on racial diversity. <https://www.peoplemanagement.co.uk/long-reads/articles/why-hr-so-white#gref>

Over 50 Trusts have signed up to the 5 Step Challenge to Change

Download the [#InclusiveHR](#) 5 Step Challenge to Change Explainer!



[Link: What is the #InclusiveHR 5 Step Challenge To Change? - YouTube](#)

Taking the next step...

Download & Support **#InclusiveHR** by Donating Your time via Timebanking

The image shows a screenshot of a campaign page for #InclusiveHR. At the top right, there are logos for 'Deputy Directors of HR Network for London' and 'hpma'. Below these, a banner reads 'Support #InclusiveHR with Timebanking' with a subtext 'A social movement for the people profession'. A statistics bar shows 'Campaign • 9 activities • 5 Contributors • 7 Supporters'. A large QR code is positioned on the right side. At the bottom, there are navigation tabs for 'About', 'News', and 'Support campaign', and the hashtag '#InclusiveHR' is displayed.

[Support #InclusiveHR with Timebanking - Talent Timebanking](#)

RULE NUMBER 1

Decisions

Professional
Presence

Branding

VALUE

PROPOSITION

Power & Politics

MAKE YOUR MARK

IT'S YOUR CAREER

Motivation

Invention

Clear Path

GROWTH

Direction

Finding Next

INSPIRATION

RULE NUMBER 2



RULE NUMBER 3



Our approach at Barts Health



Background:

- Our statutory reporting (WDES, WRES, GPG) highlights **under representation in leadership**. Our staff survey also shows that colleagues have a different perception of how fair progression is.
- We have seen **improvements in representation** relating to ethnicity in 8a+ overall. Black, Asian and ethnic minority representation has increased 10% in 8a+ in the last 5 years but our senior leadership doesn't yet represent our people.
- When looking at individual bands from 8-VSM, we see that **the increase in representation has been lowest at the most senior bands**. We also know our board is not fully representative of our people.

Approach:

- To address this, we introduced an **Inclusive Career Development framework** increasing the number of development options, and improving career conversations to access them.
- **Succession planning** involves understanding each team member's career aspirations and development needs, mapping this against future opportunities in the team, and creating an action plan that will support development into new opportunities inside the team or wider trust.

What is Career Development



- Career development is a **key driver for job satisfaction**, with lack of development opportunities being one of the biggest reasons people leave their job.
- **Career development means different things to everyone**. Not everyone wants to immediately focus on getting a promotion, and some people want to explore how they can develop depth of experience in their existing role, as opposed to something different. It is important we accommodate all people at Barts Health, so everyone can develop how they want, no matter their aspirations.
- We want to ensure that we cover everyone's aspirations by using the *Scope for Growth* approach to career conversations, which explores:
 - **Depth**: Expanding expertise within one area to become increasingly specialist
 - **Breadth**: Building your skillset into broader areas that remain relevant to your role, and help make you more versatile within it
 - **Stretch/complexity**: Growing beyond your current role, particularly around increasing complexity and leadership capabilities

What is our career development offer?



Richer conversations with line managers to help map career goals and pathways

- Launch of new career conversation guide applying the scope for growth discussion framework
- Launching mass coaching for line managers to have better conversations with reports



Career mentorship from colleagues and senior managers

- Launched career mentorship service which is open to all staff. The service includes recorded training sessions, guidance and shadowing opportunities
- 1 in 7 people attending the programme said the advice and knowledge gained from participating has increased their chance of securing a promotion



More development opportunities including...

- Expansion our very successful career development programme which is specifically aimed towards female, Black, Asian or minority ethnic colleagues and colleagues with a long term health condition or disability
- Bespoke 5- 7 middle manager programme
- VSM Future Leaders programme including executive brand development, governance, strategy development and leading with inclusivity and compassion
- Improving access to opportunities through the Education Academy
- Diversity by design – developing a novel approach to values based recruitment



Greater opportunities for experiential learning through stretch projects with people in different teams

- Developed a stretch assignment framework and guidance to standardise how opportunities are offered
- Better feedback and proactive talent lists across the Trust



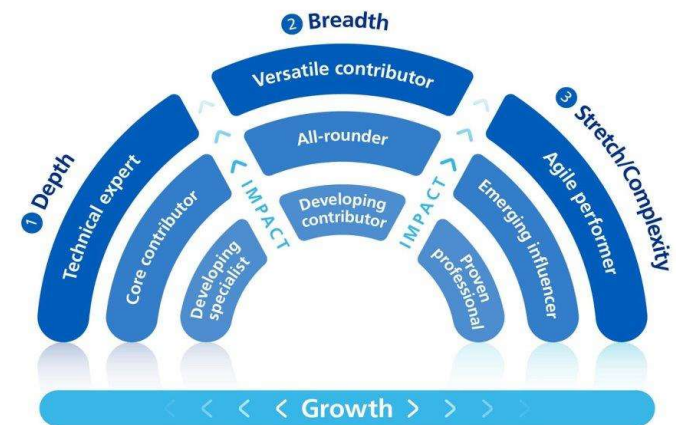
Better succession planning and curating talent pipelines

- Developed succession planning framework to support discussion within teams to increase opportunities for our people

Career Conversations + the Scope for Growth Approach

Line managers/leaders were asked the following questions:-

- ✓ How well do you know your staff and their career ambitions, goals and plans?
- ✓ How skilled are you at holding rich, empowering career conversations?
- ✓ Tips: Plan, prepare, put yourself in their shoes, put on your coach / mentor hat.
- ✓ Have you created that safe space where your leaders can truly open up?

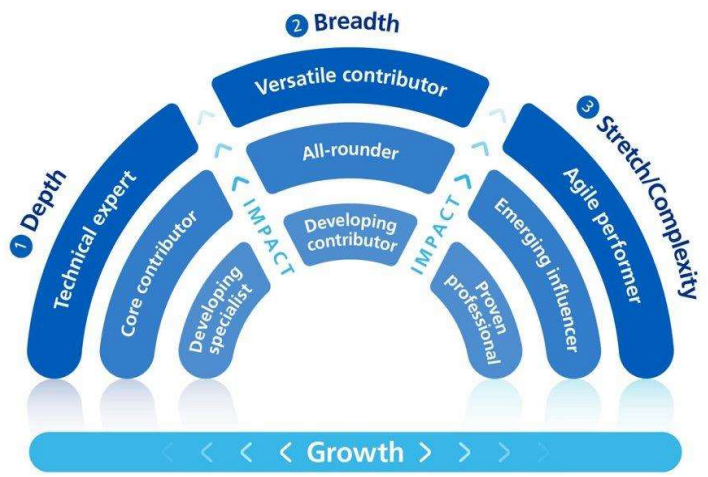


Career Conversations - Scope for Growth Approach

1. Depth: Expanding expertise within one area to become increasingly specialist

2. Breadth: Building your skillset into broader areas that remain relevant to your role, and help make you more versatile within it

3. Stretch/complexity: Growing beyond your current role, particularly around increasing complexity and leadership capabilities



Career springboard actions

- ✓ Becoming more visible in your Trust, Hospital, profession Undertaking a corporate project
- ✓ Applying for a talent/development scheme
- ✓ Network more across boundaries
- ✓ Become more visible on social media (if you can) e.g. LinkedIn, Twitter
- ✓ Applying to sit on a board
- ✓ Looking outside your Department/outside the NHS for opportunities e.g. NED, School Governor
- ✓ Refreshing your CV, making it stand out and fit for purpose
- ✓ Finding a mentor/ask your mentor to become your sponsor



Any Questions

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