

# How to support diverse talent

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Culture Change Guide



## 3. HOW TO SUPPORT DIVERSE PEOPLE

Diversity supports innovation and sound decision-making within inclusive work environments. This section provides an overview of how to create a workplace where people feel valued and encouraged to develop and thrive.

- utilise specialist HR guidance and support to develop policies and tools to induct people into your organisation and to promote inclusive work environments
- brief your team on what values and behaviours you want to see demonstrated which promote diversity in your organisation
- recognise people for living the values and behaviours which encourage equality, diversity and inclusion within your organisation
- ensure your team have the necessary tools, training and reasonable adjustments to perform to their best
- carry out structured performance appraisals
- provide opportunities for staff to contribute their ideas on how to enhance equality, diversity and inclusion within your organisation
- provide individuals with guidance on speaking up when they feel others are compromising equality, diversity and inclusion
- promote flexible working opportunities within all roles including senior management positions
- monitor and manage sickness, absence and under performance (across all different protected characteristics) to ensure each individual is provided with support and opportunities to work to their best ability
- provide opportunities for people to enhance their self-awareness and to manage their unconscious bias to make sound decisions
- monitor and review diversity data on promotions and those accessing development opportunities to ensure equality of opportunity

### 3.1 CURRENT SITUATION

As part of our survey we asked how HR is being managed in their organisations. This is what our respondees said:

- We have staff who are not specialists but have HR experience (20 per cent)
- We draw on HR expertise and advice on our board/parent organisation (18 per cent)
- We utilise external HR advice on an ongoing basis (16 per cent)
- We have specialist HR professionals in our staff (12 per cent)
- We figure it out as we go along and Google it if we get stuck (10 per cent)

'My line manager, who had the highest turnover, received a gift promotion while there were numerous complaints around her line management of staff.'

## 3.2 GOOD PRACTICE CASE STUDIES

These case studies show what other organisations do to support their diverse workforce to feel valuable and able to thrive.

### **Cultivate mentoring programme (2015-2018)**

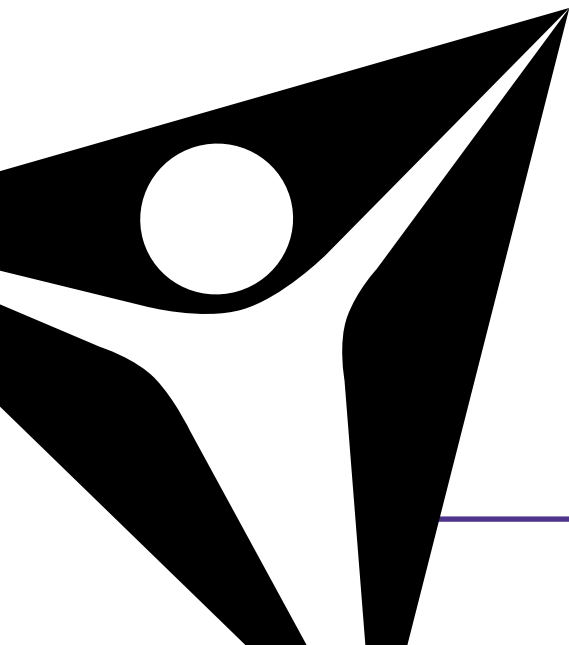
DASH identified the need for a robust formal mentoring programme for emerging disabled visual artists across the West Midlands to enable them to access opportunities and practical specialist support to develop their practice.

Sixty disabled artists will be able to access a total of 360 hours of specialized, bespoke continued professional development mentoring time over a three-year programme (20 mentees per year, with an average of six hours each) from a skilled group of mentors.

### **Wolsey Theatre**

Wolsey Theatre's diversity strategy is focused on promoting deaf and disabled people in the arts. Through their Agents for Change programme they have now appointed two deaf agents with a focus on workforce and audience participation. Since their appointment three years ago, the organisation has experienced an increase in the participation of deaf and disabled people within the theatre.

Each year the theatre produces a large production, as part of the Ramps on the Moon project, with an inclusive cast of disabled and non-disabled artists. This inclusive approach is also reflected within training activities where employees take part in disability awareness. Having disabled people within the workforce has altered the team dynamics and staff feel more confident to engage openly with their disabled colleagues and practice sign language. Mental health awareness will become a future training priority and the theatre is now keen to attract and recruit Black and minority ethnic employees.



## GEM Arts

Gem Arts is a Black and minority ethnic led organisation which supports Black and minority ethnic artists and communities, and refugee communities. Through engagement with artists, the organisation is aware of the challenges Black and minority ethnic artists experience – for example, appointing artists due to their social identity as opposed to their artistic interests. GEM Arts has developed networking and mentoring opportunities to link artists to further assignments. They also offer financial and marketing support to enable artists to continue working.

In 2015, the organisation worked with 300 artists, 70 per cent of whom came from Black and minority ethnic backgrounds.

GEM Arts gives clear advice on how to attract diverse talent:

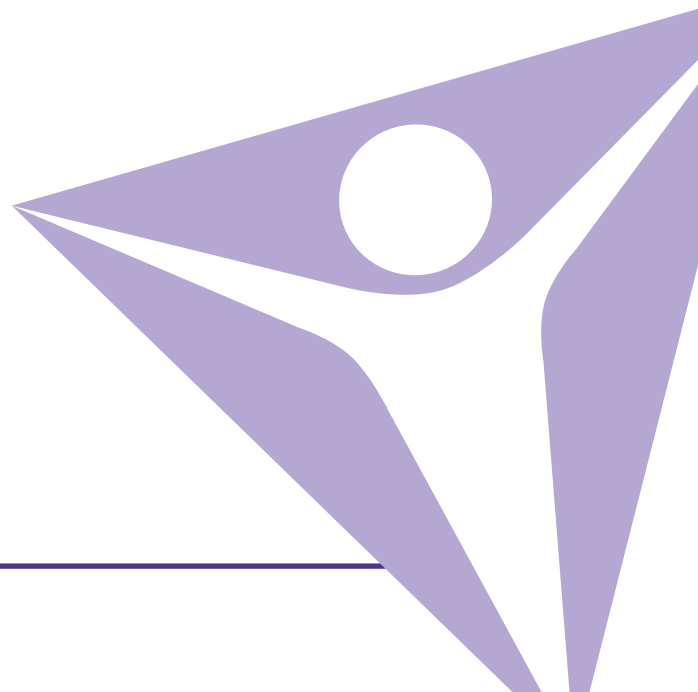
- approach local communities and build a relationship
- know your motivation for approaching communities
- do not seek to appoint artists or employees solely due to their social identity
- give communities an opportunity to have an equal voice – create dialogue
- work with smaller grass-roots organisations to support you to reach communities and promote your opportunities

As a small organisation, GEM Arts sees the value in working collaboratively with other organisations – eg those who support older and disabled people – to jointly provide innovative professional development opportunities for their staff.

## 3.3 DOWNLOADABLE RESOURCES

### Downloadable resource:

How to carry out performance appraisals



# How to carry out Performance Appraisals

It does not matter how small or large your organisation is – appraisals matter...

## Performance Appraisals can be

### PRODUCTIVE

- ✓ Carry out appraisals at least twice a year
- ✓ Focus upon the positive and not the negative and make it a two-way discussion
- ✓ Look at performance throughout the year
- ✓ Follow up on goals set during the performance review throughout the year
- ✓ Talk to a range of people who have worked with the individual
- ✓ Look at other methods to encourage and reward staff e.g. awards, vouchers, training/development opportunities
- ✓ Set aside enough time and give adequate warning and time for employees to prepare
- ✓ Make sure the room is comfortable and you will not be disturbed
- ✓ Agree further objectives together and identify any training and development needs. Feed this back in writing to the employee
- ✓ Make sure employees know the next steps e.g. pay review, training programme
- ✓ Start and end the appraisal on a positive note

### DISRUPTIVE

- ✗ Do not carry out appraisal once a year
- ✗ Negative feedback can leave people disappointed or resentful
- ✗ Do not use the most recent event as a marker for an entire year's performance
- ✗ Do not review goals at the end of the year
- ✗ Do not base your feedback on the perspective of just one person
- ✗ Do not link review too closely to pay reviews
- ✗ Never ask for an appraisal without allowing employees adequate time to prepare
- ✗ Do not keep meeting in a location where the conversation will not be confidential
- ✗ Do not set objectives which are not specific, measurable, achievable/realistic and without a timescale
- ✗ Do not set training objectives without agreeing this with the employee
- ✗ Never finish an appraisal leaving the individual unsure or vulnerable



**In conjunction with ewgroup**