

WORKING IT OUT

*Examples of measures to
enhance employment of
under-represented groups*

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Tanya Lalor

METHOD



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The Travellers in Prison Initiative (TPI) is delighted to present this document which outlines the use of positive action measures to enhance access to employment (and progression within employment) for under-represented groups in the UK and Australia.

Travellers in Ireland experience persistent exclusion from work and labour market opportunities: Census 2016 reported an unemployment rate of 80% among Travellers. The National Survey of Travellers (carried out in 2017 by Behaviour & Attitudes on behalf of Traveller organisations and the Community Foundation of Ireland) reported that 43% of Travellers experienced discrimination when accessing employment, and 52% experienced an obstacle when accessing employment.¹ For Travellers with criminal convictions, these barriers are even more acute.

The TPI was developed in 2014 as a response to these and other challenges and difficulties experienced by Travellers (documented in the Irish Penal Reform Trust's 2014 research report, Travellers in the Irish prison system). An interagency steering group was appointed to guide the direction of the TPI which includes representatives from Pavee Point, the National Traveller Women's Forum, the Irish Traveller Movement, the Irish Prison Service, the Probation Service, the Irish Penal Reform Trust, Mincéirs Whiden, Exchange House, Traveller Counselling Service, National Traveller MABS, the HSE Social Inclusion Unit, the Irish Red Cross, the Education and

Training Board, IASIO, the Traveller Mediation Service and the Parish of the Travelling People. The overall aim of the TPI is to embed positive change in policy and practice.

It is funded by the Irish Prison Service, the Probation Service and the St Stephen's Green Trust.

The TPI's strategic action areas are:

- 1. Building a knowledge base about Travellers in prison**
- 2. Travellers' access to and outcomes from prison-based services and re-integration supports**
- 3. Culturally appropriate family support**
- 4. Development of initiatives to promote peer support and advocacy amongst Travellers in prison**
- 5. Documenting and sharing the learning of the TPI Initiative**

This guide attempts to add to the body of knowledge of positive action measures: it aims to provide clarity about the legality of positive action, as well as practical examples of how initiatives could be introduced. It does not aim to be a comprehensive analysis or review of practice.

The TPI welcomes developments in the area of employment for both Travellers and those with a criminal conviction. For example, with regard to those with a criminal conviction, the Probation Service and Irish Prison Service's

¹ These included discrimination because of identity; not meeting required level of skills; having to modify and hide identity when applying, or being known as a Traveller and not gaining employment as a result.

new employment and social enterprise strategy: *Working to Change – social enterprise and employment strategy 2021 – 2023* aims to increase employment opportunities for people with criminal convictions, including support for social enterprise development. The Department of Justice has also commenced an internship programme targeting Travellers. With regard to wider issue of Travellers and employment, the St Stephen's Green Trust has recently published *Mincéir Misl'er a Tom Tober: Situation, Experience, and Identity* a study capturing the experience of Travellers in employment. This important research also includes a series of recommendations for policy and practice which – if adopted – should contribute to addressing the inequalities faced by Travellers in employment.

We believe that it is crucial to continue to promote the need for targeted actions for those in the criminal justice system and in particular Travellers, who, as a minority ethnic group, experience multiple barriers, and we look forward to continuing to work with these and other stakeholders in the course of our forthcoming strategic plan. We thank Tanya Lalor, Method Consultants, for working with us in completing this study.

Maria Joyce,
Chairperson, TPI Steering group

Anne Costello,
TPI Coordinator

INTRODUCTION

1



According to Census 2016, there are 10,653 Travellers in the labour force, with an unemployment rate of 80.1%. The National Traveller Community Survey, carried out by Behaviour & Attitudes on behalf of the National Traveller Data Steering Group and Community Foundation for Ireland in 2017², found that 52% of Travellers had experienced an obstacle to accessing employment, and 43% encountered discrimination while accessing employment. The issues Travellers experienced included discrimination because of identity; not meeting required level of skills; having to modify and hide identity when applying or being known as a Traveller and not gaining employment as a result. A related

survey found that 83% of people in the settled population surveyed said they would not employ a Traveller.³

This report provides an overview of some of the measures taken in other jurisdictions to address labour market disadvantage for under-represented groups, with a focus on targeted and positive action measures⁴ in the public sector. The report also outlines other initiatives outside of the public sector.

The examples are diverse, and the rationale for their inclusion in the study is listed below. All actions should be underpinned by a commitment and practice to cultural competency training throughout the organisation.

Table 1.1 Examples of practice / policy and their relevance

Example	Relevance
Policy measures and legislation	Examples of policy measures that promote data collection, reporting, monitoring and accountability and may be relevant given that these measures are only emerging in Ireland.
General tools and practices for supporting targeted employment of minority groups	The types of tools and practices among public sector employers are relevant regardless of the minority ethnic group or other group targeted in initiatives. Travellers comprise a very small proportion of the overall population in Ireland as well as the UK, and so reliance on measures solely focused on Travellers would not provide much data.
Social enterprise activities	Social enterprises often provide employment opportunities targeted at those experiencing labour market disadvantage, including Travellers as well as those with a criminal record.
Public campaigns to eliminate barriers experienced by under-represented groups	These may provide lessons for how to address unnecessary barriers and obstacles to the recruitment process for minority groups.

² https://exchangehouse.ie/userfiles/file/reports/research/National_Traveller_Community_Survey_2017_07.pdf

³ From the simultaneous barometer survey undertaken with the national population on attitudes towards Travellers and other groups.

⁴ Positive action is the term used for lawful measures to remedy the under-representation or disadvantage experienced by members of particular groups in the workplace. It does not offer preferential treatment to a candidate on the basis of their being from an under-represented group, and so is very different to positive discrimination, which selects an individual for a position on the basis of their ethnicity, gender, etc. Positive discrimination is unlawful throughout the EU, except in specific circumstances.

LEGISLATION AND POLICY MEASURES

2



2.1. NORTHERN IRELAND

FAIR EMPLOYMENT AND TREATMENT ORDER

Northern Ireland has put in place specific measures in relation to addressing inequality and sectarianism in the workplace.

As a result of the limited impact of measures to address problems in equality and sectarianism in Northern Ireland (such as the 1989 Fair Employment (Northern Ireland) Act),⁵ the Fair Employment and Treatment (Northern Ireland) Order 1998 (FETO SI 3162 (NI 21)) was introduced. This sought to revise the legal framework and provide greater reporting and monitoring obligations on employers. The revised legal framework put in place the following:

- *Private employers with more than 10 employees and all public sector employers are obliged to register with the Equality Commission for Northern Ireland (ECNI) and to collect data on the religious composition of their workforce (as well as job applicants).*
 - *At least once every 3 years, each employer must review the religious composition of those who are employed and determine whether “members of each community (i.e., Protestant and Catholic) are enjoying fair participation in employment” (Art 55(1)).*
 - *If there is not fair participation of both communities, the employer must determine “the affirmative action (if any) which would be reasonable and appropriate” (Art 55(2)).*
- *The ECNI can require employers to provide evidence of the reviews that they have conducted. It has the power to direct an employer to take affirmative action and set goals for the employer and timetables for changing the religious composition of the organisation. These directions are legally enforceable.*

The positive action measures permitted under the FETO include the following:

- *The encouragement of applications for employment or training from people in under-represented groups;*
- *The amendment of redundancy procedures to help achieve fair participation; and*
- *The provision of training for non-employees of a particular religious belief, following approval by the ECNI.*

Enforcement of the order is undertaken by ECNI. An analysis of the FETO and its implementation has asserted that⁶:

- *Incentives offered by the ECNI as well as potential of sanctions have both had an important role in supporting FETO’s successful implementation.*
- *Grant aid to support set up and implementation of FETO procedures and supports to new and inexperienced employers with the administration of the fair employment process have incentivised and motivated co-operation from employers.*

⁵ This did not have a discernible impact on the employment outcomes for Catholics.

⁶ This is based on an analysis undertaken by the European Roma Rights Centre (ERRC) and the International Helsinki Federation for Human rights (IHF) as part of a research project to explore the relevance of FETO as a possible model for policy on Roma in Central and Eastern Europe. <http://www.errc.org/roma-rights-journal/the-fair-employment-and-treatment-order-feto--northern-ireland>

- *The ECNI approach has been very successful and it has seldom had to make use of its sanction capabilities.*

An evaluation⁷ undertaken ten years after the establishment of FETO found:

- *A substantial improvement in the employment profile of Catholics;*
- *A considerable increase in the numbers of people working in integrated workplaces, in contrast to continuing segregation in public housing;*
- *That education, rather than religion, became the main determinant of social mobility;*
- *That employers indicated that strong legislation has helped change practices, and*
- *That evidence suggests that affirmative action agreements have helped to redress workplace under-representation.*

Relevance of FETO to the TPI

FETO as a model is particularly relevant for minority ethnic and discriminated groups, not only because it has proven to be successful at counteracting widespread discrimination in employment, but also because the strict accountability processes of measuring and monitoring equality in employment – thus provides a very explicit message that employment discrimination will not be tolerated. Its ability to apply incentives and sanctions is important.

POLICING IN NORTHERN IRELAND

To redress the substantial underrepresentation of Catholics in policing in Northern Ireland, the Police Service for Northern Ireland (PSNI) is governed by a special legislative arrangement. The Police (Northern Ireland) Act 2000 establishes a “50:50” recruitment scheme. Applicants to the PSNI are first sorted into two pools of qualified persons (i.e., those who have sufficient qualifications to be considered for appointment): Protestant applicants (and any other non-Catholic applicant) and Catholic applicants. For every person appointed from the Protestant pool of applicants, one must also be appointed from the Catholic pool (Section 46(1)).

Relevance of this provision to the TPI

The above is relevant because it demonstrates how regulations create equality consciousness in workplaces. There is a need to ensure that all aspects of the workplace (from recruitment through the course of employment to dismissal) are monitored and audited and corrective measures are taken when necessary. It requires clear goals and timetables. This is easiest to achieve with significant populations, who themselves represent a significant proportion of the workforce. For Travellers, it would be more difficult to enforce such a regulation: as they represent less than one percent of the population – most employers are small, and a proportionate workplace would need to employ at least 100 staff in order to meet proportionate requirements. However, for large employers including those in the public and private sectors, this approach is relevant.

⁷ Cited by the ERRC.

2.2. UNITED KINGDOM

EQUALITY ACT AND THE PUBLIC SECTOR EQUALITY DUTY

The Equality Act 2010 prohibits discrimination based on nine 'protected characteristics' (corresponding to the 'nine grounds' referred to in Irish legislation): age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; and sexual orientation.

The Act also establishes the Public Sector Equality Duty (PSED). It is relevant to Ireland because reporting and implementation of the UK public sector duty is further advanced than the duty in Ireland, as it came into force in 2011 across England, Wales and Scotland (Northern Ireland has its own legislative provisions).

The duty requires public authorities, when exercising their functions to have due regard to the need to:

- *Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*
- *Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;*
- *Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.*

The Act outlines that having due regard for advancing equality involves:

- *Removing or minimising disadvantages experienced by people which are connected to their protected characteristics;*

- *Taking steps to meet the needs of people from protected groups where these are different from the needs of other people;*
- *Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.*

HOW THIS HAS BEEN IMPLEMENTED

There are specific obligations under the Act, which have been put into place with secondary legislation. In England, for example, public authorities are required to undertake the following:

- *Collect equality information and data across all the protected characteristics and throughout the activities of the organisation (including employment, and those who are affected by decisions). This would include ethnic identifiers.*
- *Assess the impact on equality of policies and practices. This is an important part of complying with the general equality duty, even though the precise methodology is not prescribed.*
- *Publish equality data (relating to people with protected characteristics who are employees, or who are affected by its policies and practices).*
- *Prepare and publish equality objectives every four years – these must be specific and measurable.*

The Equality and Human Rights Commission (which oversees the duty in the UK) states that English case law indicates that assessing the impact on equality of policies should be done before decisions are made, and that a

written record is useful for demonstrating compliance. It stresses that case law indicates that consideration of equality matters should be an integral part of decision-making, and that the duty must influence the final decision.

Example of the implementation of the PSED in the criminal justice system

The **Scottish Prison Service (SPS)** established an equality and diversity steering group, chaired by the Head of Human Resources with senior representation from Operations Directorate, Strategy and Innovation Directorate, Legal Services, Corporate Affairs, Equality & Diversity, as well as trade union representation. It employs an equality and diversity team, and has developed a range of equality, human rights and diversity policies relating to service delivery and employment.

These include provisions for positive action (which seek to address under-representation of minority ethnic groups evidenced in, and reported by, equality data). The data collected has established that although the proportion of applications for recruitment received by the SPS from ethnic minority groups was reasonably representative, minority groups were not proportionately represented at offer stage. It also identified a lack of applications from Buddhist, Hindu, Jewish or Sikh candidates.

Consequently, one of the targeted equality outcomes⁸ for the period 2017-2020 is that *'our workforce across all business areas and levels reflects the diversity of wider Scottish society.'* This involves reviewing the recruitment process to ensure that unintentional barriers are not in place. The performance indicator for this outcome is *'increased diversity of the workforce.'*⁹

The SPS has also published an Equality Mainstreaming progress report (2015-2017), which makes explicit that it would recognise that *'a variety of backgrounds, styles, perspectives and abilities are an asset to our organisation, and therefore build a diverse and inclusive workforce that reflects this'*, as well as a commitment to *'use robust equality analysis to drive continuous improvement'* (p.4). The report outlines practical measures undertaken. For example, in order to make the selection process for promotions as accessible as possible, the SPS has *'developed candidate supporting materials for internal candidates that provide an insight into the selection process and approach. The supporting material describes each of the stages in selection and guides them on how to prepare/approach assessment as well as removing the unknown and uncertainty of recruitment'* (p.13).

⁸ One of eight equality outcomes for that period.

⁹ SPS Equality Outcomes 2017-2020.

The **Ministry of Justice (MOJ)** collects and monitors staff diversity data in order to check how representative the ministry is (by comparing the workforce against UK demographics), and to examine the success and impact of employment policies and processes. This includes identifying areas where policies and processes appear to be impacting disproportionately on certain groups of staff. Collecting, monitoring and publishing diversity data also supports its ability to show 'due regard' to the Public Sector Equality Duty, a legal requirement under the Equality Act 2010.¹⁰

MOJ EQUALITY OBJECTIVES

The MOJ's equality objectives set out how it intends to demonstrate compliance with the aims of the public sector equality duty between (2017 to 2020). Its Diversity & Inclusion Strategy details 23 commitments (regarding an inclusive and diverse workforce). These are summarised below.

INCLUSIVE WORKFORCE ACTIONS

- *Use insight to improve our knowledge of diverse groups' experience of the workplace, and take action where we identify challenges*
- *Put inclusion at the heart of leadership and line manager development*
- *Embed diversity and inclusion activity and awareness as an integral part of performance management*
- *Build a cohort of senior 'champions' to spearhead diversity and inclusion initiatives with meaning and action*
- *Make it easier for employees to record their diversity data and promote the benefits that robust data brings in ensuring a fairer workplace for everyone*

DIVERSE WORKFORCE ACTIONS

- *Strengthen the role of diversity in recruitment and selection processes*
- *Identify and nurture diverse talent to participate in corporate leadership programmes*

- *Use innovative approaches to ensure diverse representation in the recruitment of new prison officers*
- *Continue to promote positive action programmes and track progression and success*
- *Take action where some groups may disproportionately face barriers in performance through better support and fairer processes*
- *Establish ownership, responsibility and accountability in every 'business group' for building a diverse workforce*
- *Use external benchmarking and assessment to identify areas of improvement and successes*

Relevance of the UK's PSED to the TPI

The UK's PSED includes actions where authorities are required to gather data, assess impact of their policies and practices on equality, and to develop plans which demonstrate how they are addressing inequalities. They are required to put in place mechanisms to mainstream and embed equality across employment, service provision and all corporate activities.¹¹ However, there are also key lessons in terms of the implementation of the PSED. For example, published equality data and statistics provide an important tool for holding public bodies to account.

¹⁰ The reports are provided in pdf and excel spreadsheet – and reports on changes in composition of staff (in terms of protective characteristics) over the years.

¹¹ Note that the equality duty also applies to procurement by public authorities. They must incorporate social value in their purchase of goods and services.

EXAMPLES OF POSITIVE ACTION IN THE UK

3



The Equality Act 2010 in the UK allows the use of positive action measures. As outlined above, positive action is the term used for measures to remedy the under-representation or disadvantage experienced by members of particular groups in the workplace. Positive action does not offer preferential treatment to a candidate on the basis of their membership of an under-represented group. In this way it is very different to positive discrimination, which selects an individual for a position on the basis of their ethnicity, gender, etc. Positive discrimination is unlawful in the UK and Ireland, as well as throughout the EU, except in specific circumstances.¹²

Rather, positive action aims to support and encourage under-represented groups to apply for roles or to help them gain skills which will enable them to compete on merit on an equal footing with others, and to overcome disadvantages that they experience by virtue of their 'protected characteristic'¹³. The aim is to widen the pool of suitable applicants for positions, to include those who are under-represented. Positive action can be used before, or during any stage of, the recruitment process – from providing development opportunities for potential candidates to setting a strategy for advertising and search.

There is no limit on the sort of action that can be taken, but to be lawful positive action must adhere to the following:

- *It must not involve preferential treatment at the point of selection (at long-listing, short-listing or appointment stages) unless in the case of the 'tie-break' or 'Section 159' provision'¹⁴*
- *It must be reasonable to think that the particular group is under-represented or disadvantaged'¹⁵*
- *The action taken must be proportionate (i.e. there needs to be a balance between the need for action on the one hand, and its potential impact on other 'protected characteristics').¹⁶*

While positive action measures can be a tool for employers to meet their equality duty, any use of it is entirely voluntary. No public authority or employer is compelled to use it (for example, in the way that they are compelled to use similar provisions in Northern Ireland).

¹² For example, with regard to people with disabilities and gender quotas in certain circumstances.

¹³ The term used in the UK which is comparable to the 'nine grounds'.

¹⁴ The 'tie-break provision' as outlined in Section 159 of the Act can be used in recruitment or promotion where there are two or more candidates who are equally qualified. In these circumstances, a person from an under-represented group can be selected if doing so is a proportionate way of addressing under-representation or disadvantage. If used at short-listing or long-listing (early) stages of the recruitment process, care should be taken so that sufficient information is known about the candidate's ability to meet the job specification, competence, professional experience and formal qualifications to assess whether they are of equal merit. It is not lawful to adopt artificially low thresholds to allow more candidates into a tie-break position.

¹⁵ Hence the importance of data

¹⁶ What is proportionate should be based on up-to-date information which indicates the scale of under-representation; types of barriers experienced; what other actions have been taken to address the under-representation; the success/ failure of these actions; and whether there are any alternatives.

3.1. POSITIVE ACTION IN THE CRIMINAL JUSTICE SYSTEM

Under-representation of minority groups as employees in the criminal justice system is likely to have impacts that are more significant than in other sectors – not only is representation and diversity important from an operational and equality perspective, but inspires trust and confidence among minority groups. The Lammy review¹⁷ found that a lack of trust in the criminal justice system had far reaching consequences for black and minority ethnic (BAME) groups in terms of their direct involvement in the criminal justice system¹⁸ and more recently, the UK's Equality and Human Rights Commission found that levels of trust in the justice system by young black men was particularly low.¹⁹

The Lammy review recommended targets and positive action measures for the recruitment of magistrates and members of the judiciary as a means of addressing the disparity of outcomes for minority groups. In its response to the Lammy report, the UK government said that they would not set targets for representative judiciary by 2025, instead proposing the following actions:

- *Collect more comprehensive data related to ethnicity for more accurate analysis*
- *Publish more datasets for public scrutiny of data*

According to the College of Policing in 2014, 'some forces are applying good practice for attracting, recruiting, developing and retaining

officers from under-represented groups, but this is not consistent across the whole police service. The underrepresentation of BAME officers and officers who share protected characteristics needs to be addressed in order to provide a consistent and sustainable approach to meet the increasing requirements for a representative police service.'²⁰

With regard to policing, in England and Wales, the College of Policing²¹ provides guidance on the PSED as well as positive action, suggesting the following ways in which it can be introduced in a police environment. These include:

- *Targeting specific media (including those that generally attract readers from a particular group) for advertisements.*
- *Stating in advertisements that applicants are particularly welcomed from under-represented groups.*
- *Holding open days for potential candidates, while also taking care to ensure that potential candidates are not given a guarantee that they will get through the initial application process.*
- *Providing preferential treatment towards an individual from a particularly under-represented group provided that the individual is as qualified or of equal merit as the other candidate(s), i.e., in a tie-break situation, and that it can be demonstrated that it was reasonable to believe that the group was under-represented in the*

¹⁷ Lammy, D (2017) *The Lammy Review: An Independent Review into the Treatment of, and Outcomes for, Black, Asian and Minority Ethnic Individuals in the Criminal Justice System*. London: Lammy Review. In January 2016, the former Prime Minister David Cameron asked David Lammy MP to lead a review of the Criminal Justice System in England and Wales, to investigate evidence of possible bias against black defendants and other ethnic minorities.

¹⁸ *Lack of trust in defence solicitors resulting in poorer plea decisions in court, often resulting in longer prison sentences.*

¹⁹ *Equality and Human Rights Commission (2018) Is Britain Fairer? Report published by the Equality and Human Rights Commission.*

²⁰ *College of Policing (2014) Positive Action - Practical Advice Considerations for the police service and stakeholders on the use of positive action initiatives to promote equality in the police service workplace. P.5*

²¹ *The College of Policing was established in 2012 as the professional body for everyone who works for the police service in England and Wales. The purpose of the College is to provide those working in policing with the skills and knowledge necessary to prevent crime, protect the public, and secure public trust. Its functions relate to knowledge, Education and Standards.*

context, e.g. through data collection. Additional points could be offered in a recruitment process so as to reward candidates with a particular skill or language or cultural knowledge relevant to the community which would be serving in (as long as this is proportionate to the need for these skills and the extent of the under-representation).²²

- Provide training supports (for example, a bursary or loan to complete an accredited Certificate of Knowledge of Policing) if such supports would enable them to overcome barriers and disadvantage, or would encourage them to apply for employment.

- Mentoring, outreach and networking opportunities, internships, training opportunities such as work placements that are exclusively targeted at under-represented groups.
- In terms of workplace progression opportunities, 'acting-up' temporary placements which are classed as training, and which do not have a financial advantage attached could be lawful as positive action. Similarly, targeted secondments and transfers are acceptable forms of positive action, as long as they are not promotions.
- Providing targeted support for training of employees.

Case example: Probation Services in the UK

At present, 21% of UK's probation service staff are male (compared with 95% of prisoners and 90% of people on probation) and 15% of staff are from BAME backgrounds (compared with 27% of prisoners).

The UK's HM Prison & Probation Service Probation 'Workforce Strategy 2020-2023' includes a goal to ensure 'a diverse and inclusive workforce across the entire probation system that is more representative of societal diversity and the diversity of our service users'.

Not only does this commit to a more ethnically diverse and representative workforce, but it also includes provisions to recruit those who have a criminal conviction. Included in the strategy is the commitment to 'enhance our recruitment approach to attract the right people in the right places, including ex-offenders where appropriate, and those with broad and varied life experience'.

Recruiters commit to using new assessment methods including 'blended interviews'²³ and 'role-based exercises', with the aim of selecting the most capable candidates regardless of their background. Further plans to increase diversity include targeted recruitment campaigns, regional Race Ambassadors and inclusivity training for all staff.

The probation service has already started the process of recruiting those with a criminal conviction. Advertisements for certain roles state that the service is 'actively seeking those with a criminal record who have experience of the probation and/or youth justice service.' Candidates are not asked to declare spent or unspent convictions at application stage. Instead, when a successful candidate reaches the vetting stage, any unspent convictions are considered as part of a specially designed risk assessment. Therefore having a criminal conviction will not – of itself – be a barrier to recruitment

²² The guidance note gives an example by way of illustration: more points could be awarded for languages in respect of which there was a particular under-representation of officers speaking that particular language (e.g. a force could decide to award one extra point for candidates speaking Polish (if there were already a number of Polish speaking officers on the force), but say five extra points for Somali speaking officers (if there were relatively few Somali speaking officers and a large Somali speaking community in the force area). P.23

²³ A Blended Interview is a flexible style of interviewing focussing on candidates' experience, competencies and their motivation, interests and strengths. They tend to be less structured than traditional, formal interviews.

3.2. BARRIERS TO THE USE OF POSITIVE ACTION

Fears around the legality of positive action and lack of awareness of the legal context may be a barrier to employers introducing positive action measures. For example, research undertaken in 2010 on practice within the National Health Service (NHS) found that despite being a major employer of BAME groups, members of such groups were significantly disadvantaged in NHS employment, particularly in terms of recruitment to nursing and midwifery. The research also found few positive action

provisions which were part of a systematic strategy for improving recruitment from minority ethnic communities. It reported that the arguments for positive action were neither widely understood nor embraced, and the problem was compounded by the fragmented organisational structure of the NHS. The researchers concluded that an effective national strategy was required.²⁴ This may be relevant to Ireland insofar as this research was undertaken when positive action was a relatively new concept in the UK.²⁵

²⁴ Iganski, P, Mason, D, Humphreys, A and Watkins, M (2010) *Equal opportunities and positive action in the British National Health Service: some lessons from the recruitment of minority ethnic groups to nursing and midwifery*. *Ethnic and Racial Studies*, 24:2, 294-317 Published online: 07 Dec 2010 <https://www.tandfonline.com/doi/abs/10.1080/01419870020023454>

²⁵ While January 2020 figures reveals that BAME groups are over-represented as a whole in NHS employment, in 'very senior management' and 'senior' grades, Black and Asian communities and under-represented. See <https://www.ethnicity-facts-figures.service.gov.uk/workforce-and-business/workforce-diversity/nhs-workforce/latest#by-ethnicity-and-type-of-role>

3.3. EXAMPLES OF POSITIVE ACTION MEASURES

Appendix 1 provides examples of cases in the UK. These include initiatives focused on recruitment, as well as progression, within employment. The UK experience indicates the importance of:

- *Setting targets for recruitment and progression, and reporting on these*
- *Preparatory actions prior to job application (e.g. outreach, changes to the process based on feedback from prior candidates)*
- *Engaging with BAME representative groups in the design and implementation of initiatives*
- *The provision of mentor and other supports by the employer (prior to, and after, recruitment)*

They indicate that there are similar approaches used across the public sector in the UK in engaging positive action measures.

Moreover, professional associations, or those with responsibility for establishing standards of good professional practice, may have a role in promoting good practice among their members, in the way that the College of Policing has done, or the Chartered Institute of Library and Information Professionals (see Appendix 1).

Relevance to the TPI: the above demonstrates the importance of a planned and systematic approach throughout all stages of the recruitment process. This needs to involve outreach, targeted promotion, job analysis and engagement with organisations representing minority groups. A positive action strategy also needs to ensure that supports are continued to support job retention and promotion. Professional bodies and associations can play an important role in supporting group practice.

POLICY AND POSITIVE ACTION IN AUSTRALIA

4



The Australian Public Service Commission has responsibility for delivering employment and workplace strategies for Aboriginal and Torres Strait Islanders.

The 'Commonwealth Aboriginal and Torres Strait Islander Employment Strategy (2015-2018)' included the priority to build indigenous employment within the public sector.²⁶ Actions have been guided by the following principles:

Table 4. Principles underpinning the 'Commonwealth Aboriginal and Torres Strait Islander Employment Strategy'

Accountability	The head of each agency is accountable for improving the representation of Indigenous Australians in their workforce.
Leadership	Public sector leaders are to participate and take action to drive improvements in the employment of Indigenous Australians.
Cultural capability	The public sector has culturally safe workplaces where Indigenous employees are supported and valued for their contribution and where managers are culturally aware.
Partnership	Between public sector agencies, state and territory governments, non-government organisations and the private sector, to improve Indigenous employment outcomes and share best practice.

An evaluation of the strategy²⁷ found that while employment levels among indigenous communities had increased in the public sector, promotion pathways and progression were not evident, and there remained unacceptable levels of under-representation at middle and senior management levels. Barriers included: the complexity of

recruitment processes; variable levels of support after completion of entry level programmes; issues around retention in the workplace; a 'patchy' understanding among public bodies of Aboriginal and Torres Strait Islander cultures (including a failure to acknowledge the need for change within the dominant public sector culture).

²⁶ It was also part of a response by the Australian Government to the 'Review of Indigenous Training and Employment Programmes' report, by Andrew Forrest, entitled 'The Forrest Review: Creating Parity (2014)'. This initiative has a range of actions and measures to promote indigenous employment in the Australian Public Service (APS).

²⁷ Inside Policy (2019): An Evaluation of the Commonwealth Aboriginal and Torres Strait Islander Employment Strategy Final Report. Prepared on behalf of the Australian Public Service Commission

Key enablers of success identified in the evaluation are outlined in the figure below.



The successor to this strategy is The Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020–2024. This focuses on the following strategic areas:

- **Cultural integrity:** *improving and embedding understanding of Aboriginal and Torres Strait Islander culture in the workplace to support the development of culturally safe workspaces and services, and creating a more inclusive public sector*
- **Career pathways:** *diversifying and strengthening pathways into and across the public sector*
- **Career development and advancement:** *individual career development and advancement plans supported by targeted development initiatives and advancement opportunities.*

4.1. THE INDIGENOUS AUSTRALIAN GOVERNMENT DEVELOPMENT PROGRAMME (IAGDP)²⁸

This is an 18 month programme designed to improve employment opportunities and outcomes for Indigenous Australians in the Australian Public Service (APS). Participants undertake a combination of on-the-job and formal training resulting in a nationally recognised diploma-level qualification, specialising in human resources, procurement or project management. This is an ongoing programme (the current round started in Sept 2019).

Participants are offered:

- *Practical work and structured training in administrative type functions²⁹*
- *Training and development opportunities*
- *Flexible working conditions*
- *Ongoing employment*
- *Australian Public Service (APS) 3 level salary³⁰*
– *this is the entry level for participants*

Participants must undertake three programme components including: a diploma-level qualification, full-time work experience and on-the-job-training, and access to career relevant learning and development. Mentoring, coaching and peer support form part of the programme. After successfully completing the programme, participants continue to work in a permanent full-time position and may be advanced to a higher classification level.

Participation of public bodies is not mandatory, but 16 departments and agencies in the APS have participated in the scheme.³¹

²⁸ Indigenous Australian Government Development Programme <https://www.ag.gov.au/About/Careers/Pages/Indigenousemploymentprograms.aspx>

²⁹ Typical tasks participants undertake include answering enquiries from the public, records management, data entry, human resources management, communications, project management, contract management, procurement, and other general administrative, clerical, operational or systems support.

³⁰ In the region of €38,000.

³¹ These are: Australian Criminal Intelligence Commission (ACIC); Australian Securities and Investment Commission (ASIC); Bureau of Meteorology (BOM); Department of Agriculture; Department of Communications and the Arts; Department of Defence; Department of Employment, Skills, Small and Family Business; Department of Finance; Department of Foreign Affairs and Trade (DFAT); Department of Health; Department of Infrastructure and Regional Development; Department of Parliamentary Services; Department of Social Services; Department of the Prime Minister and Cabinet (PM&C); National Disability Insurance Agency; The Attorney General's Department

4.2. AUSTRALIAN GOVERNMENT INDIGENOUS GRADUATE RECRUITMENT PROGRAM

A second programme targets Aboriginal and Torres Strait Islander third level graduates. Participants take part in a 12 month, structured learning and development programme, and participate in work rotations across various areas of the government department in which they are based. Graduates receive extensive support

including mentoring, access to learning and development activities and ongoing career opportunities at the end of the programme.

After successfully completing the programme, graduates continue to work in a permanent full-time position within the department and may be advanced to a higher classification level.

4.3. THE WORK EXPOSURE IN GOVERNMENT PROGRAMME (WEX)

This is a programme open for Aboriginal and Torres Strait Islander students and their teachers. It gives second level students hands-on experience and information about job opportunities and career pathways in the Australian Government.

It is delivered by the *National Indigenous Australians Agency*³² and aims to increase the number of Aboriginal and Torres Strait Islander students completing second level education and going on to work in the Australian Public Service and the Australian Parliament.

It is a five day programme. Students and accompanying teachers are selected from all states and territories and from a variety of geographical locations, ranging from very remote to urban. All accommodation, transportation and meals are provided at no cost. WEX students are supported by Aboriginal and Torres Strait Islander mentors, in addition to teachers and support staff.

Typical WEX activities include:

- *Meeting government Ministers and parliamentarians*
 - *Visits to the Australian Defence Force Academy and the Australian Federal Police headquarters*
 - *Visits to national institutions such as the Australian War Memorial and the Museum of Australian Democracy*
 - *A tour of Parliament House*
 - *A cultural evening, celebrating Aboriginal and Torres Strait Islander cultures*
 - *A careers expo where students can learn about jobs in a range of government agencies.*
- By the end of WEX, participants should have an understanding of:
- *How laws are made and enforced*
 - *A range of opportunities for entry into the Australian Parliament and the Australian Public Service (nongraduate and graduate)*
 - *A range of roles for Australian Government employees (service delivery, policy, defence, enforcement)*
 - *How to apply for government jobs*
 - *The support available to Aboriginal and Torres Strait Islander employees.*

³² The National Indigenous Australians Agency (NIAA) was established on 1 July 2019. Prior to this the functions of the Agency were delivered by the Department of the Prime Minister and Cabinet (PM&C). The agency works to support the work of the Minister for Indigenous Australians.

SOCIAL ENTERPRISE AND OTHER INITIATIVES

5



5.1. SOCIAL ENTERPRISES

The initiatives below support access to employment for people with a criminal record or ex-offenders (not specifically ethnic minorities).

Some of the characteristics of social enterprises that target ex-offenders or those with a criminal record in UK are:

- Many work within the prison environment (prior to release as well as post-release) to provide training and education
- Many are part of larger charities that provide additional supports around issues such as homelessness, as well as mentor and coaching and other training and employment supports

- Others work closely with employers in promoting access to the mainstream labour market beyond the social enterprise (placement and or recruitment, such as **Working Chance**³³)
- Typical services of social enterprises include construction and maintenance-related services, including painting, dry-lining, and scaffolding (**Blue Sky**³⁴, **Bounce Back**³⁵), as well as catering and food (**The Clink**³⁶, **The Good Loaf**³⁷, and **Shine**³⁸).

Some case studies are highlighted below.

Recycling lives³⁹

Recycling Lives provides recycling and waste management services on a commercial basis, and the profits of these activities go to support social enterprise development targeting ex-prisoners. It operates 'HMP Academies' in nine prisons across the North of England and Midlands. In these prison-based workshops, men and women undertake recycling or welding work, develop skills, achieve qualifications and earn an enhanced wage.

Their **Release Potential** team work with prisoners prior to, and on, release. It supports individuals to enjoy stability and independence via work placements, meaningful employment and essential support to secure stable housing and rebuild family relationships. For those facing homelessness, Recycling Lives' residential facilities provide a base from which they can regain their independence and self-worth. Within supportive, stable accommodation, residents undertake a six-stage programme to develop life and work skills with the goal of moving into a permanent job and a home of their own.

Its most recent social enterprise venture **Recycling Lives People** also offers services to place ex-offenders in a variety of roles across national businesses, supporting ex-offenders to create real social impact through employment opportunities.

³³ <https://workingchance.org/about/>

³⁴ <https://www.forwardtrust.org.uk/our-services/employment-services/blue-sky-services/>

³⁵ <https://www.bouncebackproject.com/>

³⁶ <https://thelinkcharity.org/>

³⁷ <https://www.thegoodloaf.co.uk/#/>

³⁸ <https://www.shinecollective.co.uk/>

³⁹ <https://www.recyclinglives.com/>

Similarly, The Forward Trust⁴⁰ provides employment support, training, coaching and mentoring and placement support for ex-offenders. It also provides direct employment through its social enterprise, Blue Sky.

Blue Sky services (part of The Forward Trust) delivers contracts on behalf of local authorities, social landlords and others in grounds maintenance, horticulture, waste management and facilities management. Blue Sky has employed more than 500 ex-offenders since 2005. The employee re-offending rate is only 15% and 48% obtain sustained employment after gaining work experience at Blue Sky.

Bounce Back is a London-based social enterprise which provides training for ex-offenders in construction and painting and decorating. It delivers its services to housing associations, local authorities and construction companies. It also supports its workers to access work in the mainstream labour market, having acquired skills and experience in these areas.

Social enterprises that target women with a criminal record include those outlined below.

Shine is a conference, meeting and events centre with a café and catering service located in Leeds, which creates employment opportunities for women; **The Clink** is a working restaurant inside a prison, and **The Good Loaf** trains women to be bakers and operates three cafes.

A dedicated recruitment service which works with employers and women with a criminal record is **Working Chance**, the UK's only recruitment consultancy for women with criminal convictions. Formed in 2009, it provides bespoke rehabilitation and employability programmes for these women, and works with employers of all sizes across all sectors to match women with the right jobs. It also engages in policy making and campaigning work.

In the UK, legislation such as **the Public Services (Social Value) Act, 2012** (which requires public bodies to have regard to social value in their expenditure and procurement activities) offers the potential for social procurement opportunities for social enterprises.

⁴⁰ <https://www.forwardtrust.org.uk/> Sources include NACRO: Mind The Gap report.

5.2. BAN THE BOX

Irrespective of positive action measures, for those with a criminal record, other barriers persist. This includes discrimination in employment based on previous criminal convictions.

Ban the Box started as a campaign in the US by All of Us or None (a national civil rights movement of formerly-incarcerated people and their families) in 2004. The campaign challenges employers to choose their best candidates based on job skills and qualifications, not past convictions.

In the UK, NACRO⁴¹ and The Exceptionals⁴² have also called on UK employers to Ban the Box – taking the tick box question about criminal convictions out of application forms and only asking about criminal convictions later on in the recruitment process.⁴³

In the UK, HM Prison & Probation Service Probation's 'Workforce Strategy 2020-2023', includes a goal to ensure 'a diverse and inclusive workforce across the entire probation system that is more representative of societal diversity and the diversity of our service users'. This includes a commitment to recruit those with criminal convictions, and recent recruitment campaigns have included procedures to put in place risk assessments to consider criminal convictions at the vetting stage of the recruitment process, rather than at the application stage (as outlined in the case study in section 3.1).

⁴¹ <https://www.nacro.org.uk/>

⁴² A social change campaign group that offers a one-stop directory for businesses looking to employ ex-offenders

⁴³ <https://www.unlock.org.uk/>

Examples of positive action measures in the UK⁴⁴

Recruitment and internships

Table A. Recruitment and internship schemes	
Institution	Actions
BBC	A Journalism Talent Pool (JTP) was set up to improve the ethnic diversity within the journalism workforce of the BBC. Successful candidates joined the JTP (as interns) for 6 months, during which time they received extra support and training to apply for BBC jobs. Places were advertised in BAME websites and media, databases and networks. All selection panel members completed fair selection training. Subsequently, one third of those joining the Journalism Talent Pool were BAME individuals.
Lancaster police service	The service initiated strategies aimed at addressing under representation of ethnic minorities in the police service. A positive action co-ordinator was appointed to focus on the recruitment process and to identify potential obstacles for BAME candidates. Engagement initiatives were run to address issues candidates may have with policing, alongside familiarisation days for BAME individuals interested in joining the service.
Nottingham police	<p>From previous experience and based on an analysis of the success of previous BAME candidates at different stages in the recruitment process, Nottingham police identified three areas that needed to be addressed:</p> <ul style="list-style-type: none"> · Attracting the right candidates · Supporting those candidates through the recruitment process · Adapting the process of recruitment to meet the needs of the candidates <p>· Candidates were engaged through links and meetings between the chief constable and leaders of faith groups in Nottingham. Community leaders were invited to identify and propose members of their communities who they felt had the potential to be the future of policing in Nottinghamshire. Personal invitations to a recruitment seminar, held in the community, were then sent out to these individuals.</p> <p>· Candidates received support and information relating to the competency-based questionnaire used in the recruitment process, and these were followed by a two-day training session focusing on the SEARCH assessment centre⁴⁵ prior to the selection process. Mentor support was also provided, and events were held in community spaces and local authority venues.</p> <p>· At the request of the local community and faith leaders, changes were made to the recruitment process.</p>

⁴⁴ Information on some of these case studies are available from College of Policing (2015) *Police forces' case studies: Considerations for the police and their stakeholders in the use of positive action based on successful initiatives conducted by a selection of police forces.*

⁴⁵ The assessment centre for the selection of Police Constables is known as the Police SEARCH® Recruit Assessment Centre.

Institution	Actions
Merseyside police	<p>Merseyside police developed the Phoenix Leadership programme in 2013, which was written, designed, developed and delivered by the Merseyside Black Police Association (with support and engagement of the Merseyside chief constable and the police and crime commissioner).</p> <p>The programme is a pre-recruitment positive action programme, and consists of a one-week leadership course, followed by two one-day workshops covering the expectations of recruitment processes. All candidates are also given a trained mentor from the staff support networks for 12 months, to support the candidates' development and recruitment into the organisation. It was accompanied by tailored marketing and advertisement campaigns.</p> <p>As at 2015, three cohorts (49 individuals) had taken part.</p>
Greater Manchester Police (GMP)	<p><i>Operational Peel</i>⁴⁶ was the name given to their positive action programme, which was devised to increase BAME representation in GMP's workforce from 7%. It started with a workshop – invitations were issued to a number of BAME candidates who, to date, had been unsuccessful at various stages of recruitment process and who had become disillusioned with GMP as an organisation. The outcomes from their experiences highlighted to the GMP the need to revise its recruitment process.</p> <p>Recruitment marketing and promotional materials were revised and tested on members of the wider community as well as GMP personnel. The initial stage was to attract people to become Police Community Support Officers (PCSOs) who are civilian employees, as a stage to employment as police officers.</p> <p>This resulted in a complete shift from the existing recruitment process in which Central Recruitment issued an advertisement followed by a long, impersonal recruitment process which resulted in no actual candidate engagement (and which was actually more about 'dismissing' candidates at the various stages without offering any feedback), to something which was very new and different.</p> <p>Operation Peel's project team devised and delivered a community engagement recruitment model. This involved</p> <ul style="list-style-type: none"> • Serving PCSOs met members of their community and highlighted the recruitment opportunity, gathered expressions of interest and sent them to the project team Details of those not interested in the role of PCSO but interested in other roles within GMP (many of which they had not known existed) were forwarded to the project team • Engagement with BAME communities took place by attending cultural events and visiting places of worship, and by giving the public the opportunity to interact with, meet, and chat with officers, staff and volunteers. • Expressions of interest were quickly followed up, and unsuccessful candidates were offered a mentor to support them to re-apply within six months. • Training was provided prior to the recruitment stage on the work involved with the GMP. <p>The programme as a whole was reviewed to establish how it might apply to other areas of recruitment. Following the programme, the subsequent PCSOs recruitment had a BAME representation of 32% and 40%. The GMP asserted that the programme also resulted in a more holistic approach to BAME representation, focusing on attraction, progression and retention.</p>
British Telecom (BT)	<p>BT implemented a large recruitment campaign for new engineers and set targets to increase BAME staff from 6% to 15%. Employees mentored potential BAME candidates from inner city areas to enhance awareness of the recruitment process. A variety of different media and imagery were used within the advertisements, and recruiting managers worked alongside an agency to ensure that a wider talent pool was available, and that no individuals were disadvantaged. The outcome of the campaign was a rise in the number of BAME employees from 6% to 12%.</p>
Chartered Institute of Library and Information Professionals	<p>The positive action trainee scheme 'ENCOMPASS' was developed to encourage BAME communities to seek a library and information career. Only 2% of library employees were of BAME origin before the scheme. An employer on the scheme would be required to create a new post, where the trainee spends four days a week working and one day studying for a professional qualification. Vacancies were advertised in local and regional ethnic minority press to attract suitable candidates.</p>

⁴⁶ Named in recognition of the founder of the police force in the UK, Robert Peel, and it seeks to replicate his principle of 'the police are the public and the public are the police'.

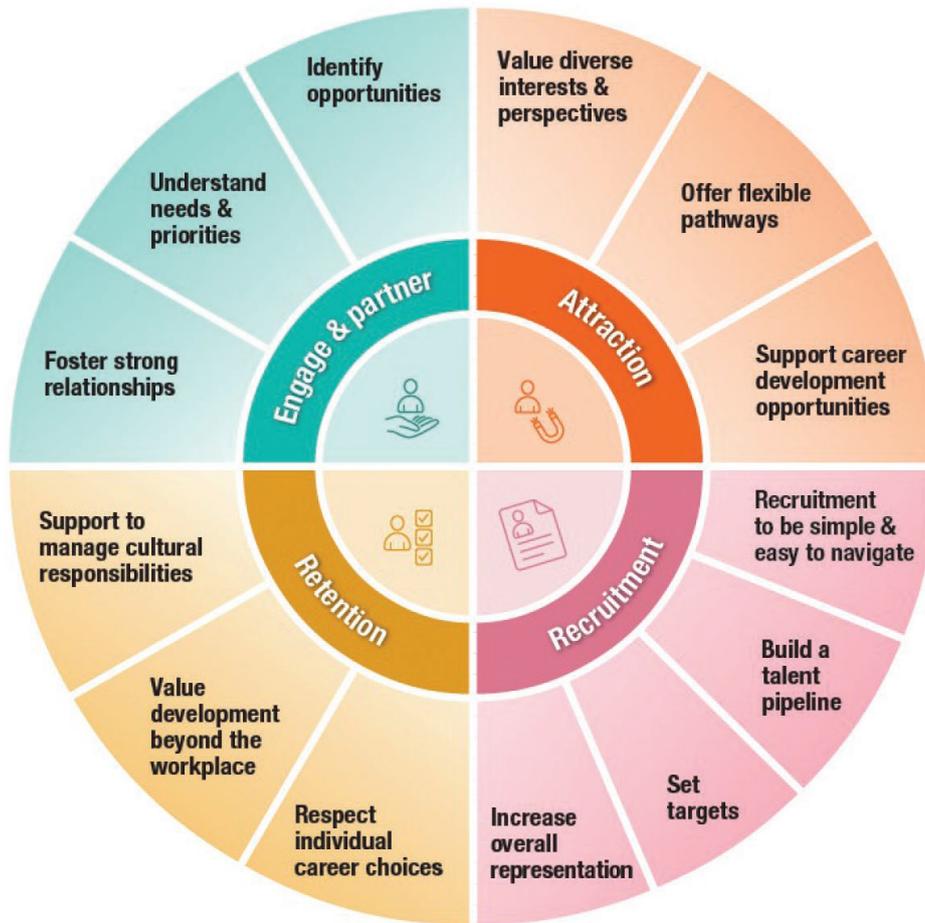
Table A. Development and progression practices

Institution	Actions
<p>Nottingham City Council</p>	<p>Nottingham City Council launched a scheme to aid non-managerial BAME staff with career development, as a low proportion of ethnic minorities were attending training courses. The programme aimed to support participants develop necessary skills, resources and networks to achieve goals. The programme was promoted at meetings, by email messages, the council's intranet and a variety of media outlets. Overall the programme improved peer learning and networking throughout the organisation. Eight employees gained new jobs and others achieved management qualifications. The success of the programme was attributed to on-going support from senior management and the link of programme purposes to strategic objectives.</p>
<p>University College London, King's College London, Queen Mary, University of London</p>	<p>B-MEntor is a cross-institutional mentoring scheme for Black and Minority Ethnic (BAME) academics and researchers, aimed at post-doctorate to lecturer levels. Institutions include University College London, King's College London, Queen Mary, and the University of London. The scheme seeks to address the under-representation of BAME staff at senior levels in the participating institutions by:</p> <ul style="list-style-type: none"> · Ensuring staff from BAME backgrounds are supported to reach their potential · Helping to advance the careers of BAME staff sharing information outside the usual networks and encouraging applications for promotion to senior positions · Reducing feelings of isolation for BAME staff who do not work in ethnically-diverse areas <p>The programme aims to promote the exchange of ideas, understanding of formal and informal structures and to provide opportunities for development and growth for BAME academics. Mentors can be from any ethnic background and must be at Senior Lecturer, Associate Professor/Reader or Professorial level.</p>
<p>National Offender Management Service (NOMS)</p>	<p>The NOMS 'Accelerate' programme is a Positive Action Leadership Development Programme which was first established in the mid-2000s. Its aim is to</p> <ul style="list-style-type: none"> · Develop BAME and disabled senior managers so they can attain 'top tier' positions · Increase minority group representation and diversity at the highest levels of NOMS · Support, challenge and equip participants with the necessary business and leadership skills required for success · Develop a more inclusive, innovative and vibrant organisational culture. <p>Candidates who secure a place on the programme (following an application and selection process) undertake a series of training and development actions over a two year period, including 1-day induction, 5 x 2 day residential modules, 'Action Learning Set' meetings, 1-day master classes, 1-to-1 coaching, strategic consultancy projects, a work placement and a final 1-day module where participants present their project outcomes and a review of their learning journey to senior stakeholders before a short 'graduation' event.</p> <p>Over 30% of participants (as at 2017) had progressed to senior management posts, and participants reported enhanced skills, confidence and leadership abilities. Participants also developed strong peer networks which sustained beyond the programme, and the programme itself has achieved external recognition.⁴⁷</p>

⁴⁷ In 2014, Accelerate was awarded National Training Journal Awards for Best Public Sector Programme and Best Leadership Programme.

Institution	Actions
HM Revenue & Customs	<p>Its first positive action (career management) programme, Embrace, was established in 2014 to support 20 staff from BAME backgrounds at administrative grades to meet their career aspirations. The Personal Tax operational group comprises approximately 29,000 staff but has the lowest number of BAME staff at first line management grade (Band O) compared to the rest of the organisation. An internal research report also found that BAME staff felt that they were being treated unfairly in terms of consideration for career progression/ developmental opportunities. The Embrace programme seeks to address BAME under-representation and create a workforce that represents the local communities HMRC serves, as well as increase levels of engagement among Personal Tax's BAME employees and build up the trust of HMRC's BAME staff. The objectives of the programme are to:</p> <ul style="list-style-type: none"> · Address BAME representation and improve promotion · Build leadership capability of participants on the programme · Raise awareness of the professional challenges that face BAME staff · Meet participants' learning objectives and ensure managers benefit from the programme <p>The Embrace programme also endeavours to make HMRC workplaces more inclusive. Twenty Senior Civil Servants (SCS) have volunteered to mentor BAME staff on the programme. According to the programme, their involvement provides a different perspective on how participants navigate through the challenges they currently face or may encounter with a view to enhancing their career prospects. It also provides an opportunity for mentors to learn about the cultural challenges facing BAME staff at administration grades. Managers also join the programme with participants and play an active role by participating in quarterly career conversations in which managers and participants work together to create a career plan specific to the needs of the individual. The selection process was a first for HMRC – focus groups suggested that if interviews or presentations were used, BAME staff at administration grades were unlikely to apply. Consequently, a more informal process called 'informal discussions' was created that assessed suitability on competence criteria as well as considered passion for the programme and self-awareness. External competencies were used so that applicants could showcase their full capability and potential. HMRC was conscious that a lot of BAME applicants had been rejected for numerous opportunities in the past. It wanted to retain the goodwill of applicants and subsequently created a one day intensive development centre/workshop for unsuccessful applicants.</p> <p>The impact of the programme indicated that after 4 months:</p> <ul style="list-style-type: none"> · 15% of participants had already been promoted into higher grades. · Through participant presentations to colleagues, exposure of the programme had rippled across the department. · An increase in ambition and confidence was reported by participants. · Enhanced leadership skills were reported and at least 50% of managers and mentors identified evidence of leadership in those that they manage and mentor. · The HMRC expressed an interest to scale up and extend the programme. · In addition, 50% of participants have been promoted within 3 years; and 100% expressed greater confidence about their skills.

Implementational plan graphic for The Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020-2024 (Australia)



Travellers in Prison Initiative,

St. Stephen's Green Trust,

The Masonry,

151-156 Thomas Street,

Dublin 8

email: anne@sstg.ie

website: www.sstg.ie

**Travellers
in Prison Initiative**

sstg | **st.stephen's
green trust**



Seirbhís Phríosúin na hÉireann
IRISH PRISON SERVICE



An tSeirbhís Phromhaidh
The Probation Service