

Improving Performance Through Diversity and Inclusion

COMMUNICATING ACTION

THE AIM

To cascade communications about equality, diversity, and inclusion activity to a wider range of internal and external audiences

THE RECOMMENDATION

Create clear and consistent messaging around EDI and its value on site and within the supply chain that aligns with the actions taken and shows common goals. This includes messages for external audiences

Intended Outcomes

- Integrated and consistent messages about equality, diversity, and inclusion work
- Culture and reputation changes require action, but this action must also be effectively communicated and embedded into the way people speak about their roles

What this means for you

Help by engaging with and sharing key messages to create an equality, diversity, and inclusion 'brand' that can be used to identify strengths and learns

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ED&I AMBASSADOR FORUM

THE AIM

To improve knowledge sharing and provide a safe space for EDI reps and those involved in equality, diversity, and inclusion work to come together to discuss progress and challenges

THE RECOMMENDATION

Establish and maintain a forum that meets regularly and shares resources for best practice

Intended Outcomes

- A forum for those involved in EDI work to share, learn, and communicate about equality, diversity, and inclusion work
- Reduced unnecessary duplication of activity across supply chain partners

What this means for you

If you're an EDI rep you may benefit from regularly attending a forum. If you're not a rep, this may be a mechanism for you to feedback into a wider group about what's working and a way to hear updates from your rep.

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INCLUSIVE CULTURES

THE AIM

To have visible on-site reps who can support equality, diversity, and inclusion initiatives on site and who communicate best practice

THE RECOMMENDATION

Develop standards for on-site behaviour:

- **Site reps:** to act as support for activity and who represent standards of behaviour on site
- **Active Bystander and ally training:** the confidence and tools to speak up when something isn't right

Intended Outcomes

- Everyone on site knows who to speak to about issues related to equality, diversity, and inclusion
- Site reps feel equipped to support others to adopt and maintain inclusive behaviours at work

What this means for you

Site reps will be expected to attend additional training and will be given the resources to feedback on successes and challenges. Others on site, who are not site reps, will also be invited to participate in training. It would be beneficial for everyone on site to spend time understanding the role.

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TRANSFERABLE SKILLS

THE AIM

To attract people with a wide range of skills or who can be trained to fill labour shortages and skill gaps

THE RECOMMENDATION

A well-resourced campaign around transferable skills that independently targets potential applicants and hiring managers

Intended Outcomes

- Broadened perspective on what makes someone 'qualified', including a reconsideration of the skills needed to complete job tasks
- Improved perception of suitability for roles from external and internal candidates, including offering training where appropriate

A transferable skills analysis is a useful tool for progression and lateral movements.

What this means for you

Engagement with a transferable skills campaign and deepened understanding of the skills required for a role, those that can be learned, and those which may be gained elsewhere and transferred into a role.

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REVIEW OF JOB ADS

THE AIM

Create job ads that target previously untapped talent pools to bring in new and different skills

THE RECOMMENDATION

- Complete a full review of the existing job ads to determine which skills and experiences are required, which can be learned, and where other transferable skills may be more or equally as desirable.
- Expand existing job placement options by working with network forums to target members from underrepresented groups

Intended Outcomes

- Expand the applicant pool with new and/or nontraditional skills
- Job ads that target different audiences to encourage applications

What this means for you

Hiring managers may be asked to spend more time thinking through job ads. This is not intended to delay the recruitment process, but rather to streamline future recruitment and prevent future skills shortages.

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RECRUITMENT & SELECTION ANALYSIS

THE AIM

To collect and analyze data to better understand if individuals from certain demographic groups and backgrounds are more likely to apply for and be successful in securing different jobs in the industry

THE RECOMMENDATION

Monitor the representation of different groups at various stages of the recruitment and selection process, from applications through to progression, movement, and exit

Intended Outcomes

- Data that is accessible for designated people to understand representation at different levels of the recruitment and selection process
- Enhanced ability to identify and track patterns that shed light on potential barriers or biases in processes

What this means for you

For those with hiring responsibility, monitoring data might mean additional submission of forms and tracking of data. For all project team members, this may mean being asked to share individual information.

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CAREER PROGRESSION

THE AIM

Make everyone aware of opportunities for progression and development and enhance transparency in performance processes

THE RECOMMENDATION

Conduct a transparency analysis to find areas of improvement. This requires reviewing processes to determine current levels of transparency and understanding, redesigning processes that are unclear, and making changes widely known to increase transparency and understanding overall.

Intended Outcomes

- Revised and clarified progression procedures that focus on accountability
- Improved understanding of eligibility criteria with reduction in ambiguous role requirements

What this means for you

For employees and hiring managers, transparency in processes can improve speed of processes and prevent delays in the hiring process. For individuals, it may require some engagement around policies to evaluate where they are unclear and how they could be improved.

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EXIT INTERVIEWS

THE AIM

To build an evidence-based understanding of why people leave and what can be done to reduce regretted leavers.

THE RECOMMENDATION

University of Leeds will conduct exit interviews with leavers to understand why they leave and where they go. Interviews will be confidential and anonymous where possible, with succinct but informative questions that allow the employee to safely share their reasons for leaving.

Intended Outcomes

- Clear process that tracks leavers before they leave (during notice period)
- Improved understanding of why people leave and where they go

What this means for you

You may be asked to help organize leaver interviews where relevant or to attend one if you decide to leave.

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LEVERAGING NETWORKS

THE AIM

Establish strong employee networks that support members with personal and professional development

THE RECOMMENDATION

Ensure networks are appropriately resourced and equipped to offer career development support to underrepresented groups. Support the development of mentoring relationships either formally or informally, by giving employees opportunities to attend events and activities

Intended Outcomes

- Networks and mentoring groups that are equipped with the tools to help with career development for underrepresented groups
- Networks are a resource for individuals who may feel otherwise unsupported in their career aspirations

What this means for you

Employees responsible for networks may be tasked with additional responsibility. Network members may see shifts in network support. Managers may need to be flexible in offering time for employees to attend network and mentoring events.