

The Strategic Enterprise Group Ltd

Equality, Diversity and Human Rights Training

1. INTRODUCTION

We have over 50 years experience of design and delivery of bespoke equality, diversity and human rights training programmes. Expert business psychologists deliver training programmes that improve profitability and reduce costs by reducing unconscious bias and decreasing social exclusion. We offer qualification programmes accredited by the Institute of Leadership and Management.

To discuss the how our occupational psychologists can design a programme to meet the particular needs of your organisation. Please contact us on +44 (0) 207 0969 023 or +1 (347) 352 0051. Email: office@strategic-enterprise.com

2. OUR APPROACH

Design of the Training Interventions

- 2.1. Our approach and methodology incorporate the following characteristics, which have been shown by research and our experience to contribute to effective equality and diversity training:
- training events should be seen as part of a continuous learning and improvement process, with other supporting activities – not as a one-off event to be ‘ticked off’
 - course content based on a training needs analysis [TNA] identifying Organisational, functional and personal needs
 - focus on real life work situations likely to be encountered by trainees
 - flexible interactive training styles designed to meet the diverse learning styles and previous experience of participants
 - content, course material and delivery take account of needs of staff with disabilities – for example, accessible media
 - training timetable designed to accommodate staff with a variety of work patterns – for example, one-day courses available in half-day modules and on-line learning.
 - being action-oriented - targeted at changing those work behaviours that will maximise an organisation’s effectiveness
 - training needs to be interactive/participative - trainers need to help the individuals to go through the stages from the exposure to new information to the appropriate application of that learning
 - training sessions need to be part of a wider programme of support for the desired behaviour change – for example, access to further examples and cases studies on the intranet; opportunities to share ideas with other from within your organisation and elsewhere, etc.

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Training needs analyses

- 2.2. In order to design the training it would be desirable to build on training needs analyses [TNAs] carried out your organisation. The training needs analyses will look at training needs at an organisational level and at an individual level. A diversity audit may assist with this process. Our industrial and organisational psychologists will consider the training needs of the staff team within the context of the larger social environment.
- 2.3. The person analysis will focus on which employees require what type of equality and diversity training. This may involve determining how well employees understand and meet their diversity objectives. The person analysis will be focused on gathering and interpreting data to identify areas for personal and organisational performance improvement. Much of this data might be collected by looking at desk records, correspondence and performance reports.
- 2.4. Ideally, we would like to carry out selected individual interviews and design a questionnaire to collect data for the training needs analysis. The scope of the TNA and the methods to be employed will need to be discussed and agreed with your organisation. We will consider any necessary organisational constraints relevant to the design and delivery of the training.
- 2.5. The TNA will involve a consideration of the context within which the various staff groups operate within the your organisation and the relevant issues highlighted by others outside the organisation. The TNA will also focus on the relevant tasks performed by course delegates. We will develop measures to use in the TNA. At an individual level, individuals will bring their unique patterns of needs, values and goals.
- 2.6. We could carry out a task analysis to identify the skills required for effective interaction. We could also carry out a person analysis matching individual's level of knowledge against the ideal standard of knowledge and performance.
- 2.7. There are, of course, clear training needs which can be identified from your organisation's Corporate Equality Plan. It will be important to collect information on your organisation's adherence to its equality and diversity policy and strategy.

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- 2.8. Two other techniques can be utilised: Hierarchical Task Analysis (HTA) and Critical Incidents Technique (CIT). With the HTA we will identify training needs by breaking down major tasks in the process and identify the relevant sub-tasks and training needs arising from these sub-tasks.
- 2.9. The Critical Incidents Technique involves a number of steps these are:
- (a) Determination of the general aims of job roles and how they interface with the equality and diversity agenda;
 - (b) Preparation of plans and specifications for collecting critical incidents about the activity;
 - (c) Collection of incidents from interviews and observations, etc.;
 - (d) Analysis of incidents including developing categories of incidents; and
 - (e) Interpreting and reporting.
- 2.10. Other components of the job which are considered to be critical but still require attention will also be analysed.
- 2.11. The scale of work required for the TNA will be dependent on the information that is already available within your organisation and the extent to which such analyses have already taken place. We have therefore estimated the range of time that is likely to be required. This would, of course, be a matter for discussion and agreement at the start of this work.

Scope of Training

- 2.12. As the scope of the training will be determined by the TNA it is difficult to give precise details about the scope of the training at this stage. However, we would envisage that it will take approximately two days to determine the scope of the training once the training needs analysis has been carried out.

Proposed Training Programme

- 2.13. The face to face training will focus on the practical application of your organisation's, procedures and processes as well as the Equality and Diversity strategy. The aim will also be for managers and non-managerial staff to have an understanding of how the equality legislation applies to their work and how to assess whether a proposed course of action is likely to be lawful (rather than rote learning of the legislation).
- 2.14. The face to face training is the opportunity for your employees to develop their awareness and skills in relation to equality and diversity

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in a 'safe' interactive social setting – where they can gain insight into their own and others' behaviour', including the ways in which unwitting discrimination may occur.

- 2.15. The training will be practice based. participants will be encouraged to reflect on situations they may have experienced in the work place as well other practical examples from case studies, videos, role plays, etc
- 2.16. The aim will be to engage training participants, some of whom may start off with relatively negative views on some of these issues, and through skilled, participative and responsive facilitation to help them to understand the benefits themselves, their teams, your organisation and the wider society of their full implementation of and commitment your policies and procedures in equality and diversity.

Pre-course material

- 2.17. Training course participants will be provided with pre-course material to prepare them for the subject matter to be covered on the day. This would include reference material – for example on your polices and the legislation – as well as a questionnaire to test their knowledge and understanding of the issues to be addressed. This will also encourage self-assessment on the part of participants. Part of the training course will involve the use of the pre-course work and the pre-course questionnaire; this will help to identify individuals with additional learning and development needs.

Course material

- 2.18. Course material will be designed to meet the needs of participants at various levels of responsibility, taking account of the needs and priorities of people from different functional areas. The material that they receive on the day will be designed to form the basis of an Equality and Diversity Reference Pack for each person – or their continued use after the course. Course material will be available in alternative accessible formats to meet the needs of disabled staff. Clear English will be used to take account of the diverse needs of staff.

Reference material on intranet

- 2.19. In terms of delivering the training, whilst the face to face experience of one day courses is required, we would very much recommend a blended learning approach in which additional course materials would be placed on the your intranet. In this way, participants would be able to access these materials to support additional learning needs identified from the pre-course questionnaire or during the training

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session. This would also provide a means of ensuring those staff that were unable to attend the training course could access the whole suite of materials. The intranet material would be updated throughout the duration of the contract – thus ensuring that all staff had access to the most up-to-date information and guidance.

- 2.20. If not already established, we could facilitate links between your organisation and organisations providing information and advice on various equality and diversity issues. Links or information from relevant websites could be included on your intranet.

Use of actors

- 2.21. We recommend the inclusion of actors in the training of managers and, possibly, also for customer-facing non managerial staff. Two different approaches to actor involvement are suggested – either
- (a) joining participants in the afternoon of one day courses for interactive role-play scenarios (for examples three actors working with a group of 15 trainees); or
 - (b) a separate half day theatre workshop followed up by more in depth one-to-one training.
- 2.22. Our actors who have extensive experience in using acting and role play to communicate a broad range of HR and diversity issues as well as improvising in reaction to trainees behaviour in ways which highlight key equality and diversity aspects of practical situation. In our experience the added cost of actors' involvement in managers' training is more than repaid by the benefits of the improved learning that comes from the requirement for trainees to respond within practical scenarios (not just talk about how they would or should respond). We would be happy to discuss with you how and where the benefits of actors' involvement could best be achieved.

'Open forum' sessions

- 2.23. We would also include lunch time open forum sessions – lasting 45 – 60 minutes - in support of the training courses where we would invite speakers from national equality and diversity organisations such as a:genda [an organization dealing with transgender issues] or the Islamic Society of Great Britain as well as local groups in the area that your organisation serves . These could be held at various locations then video taped and placed on your intranet site so that other course participants would be able to use them. At minimal cost such sessions would promote the positive discussion of equality and diversity issues across your organisation.

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Optional additional support through coaching and mentoring

- 2.24. We have also found that organisations often gain significant added value by buying in coaching and mentoring for particular equality and diversity issues which cannot be addressed in a formal training course or for individuals identified as having particular needs. We have also offered such 1;1 coaching as part of the informal or formal resolution of discrimination complaints. In this way, where more complex problems are identified, we would offer your organisation a telephone help-line so that delegates could obtain advice on particular issues. We would also offer coaching and supervised project work to address particular learning needs which delegates may have. This could be an optional addition to the training programme.

Sample training course programme

- 2.25. We have included example programmes of training courses for senior managers and non-managerial staff.
- 2.26. It will be evident that the courses take account of the differences in levels of responsibility – addressing more strategic or operational levels. The content and course material within each course would be appropriate to the responsibilities and needs of the given group of trainees throughout the session, participants will be encouraged to explore how the content applies to their own day-to-day experiences at the workplace.
- 2.27. Find out about how our local occupational psychologists and HR consultants can add value to your organisation and improve your performance by calling us on +44 (0) 207 0936 023 or +1 (347) 352 0051. You can email us at office@strategic-enterprise.com

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Equality and Diversity Training: Managerial Staff		
Session	Topic	Duration
1	Equality & diversity legislation: The diversity legislation is considered and a number of definitions of diversity and inclusion are presented. Participants working in groups will examine how they will mainstream the principles of the diversity legislation in employment, service delivery and procurement.	60 minutes
2	Promoting equality & diversity: A participative session highlighting the business case for diversity and inclusion to the organisation and how this approach can engage communities and lead to better customer service, less litigation and improved CPA ratings. Delegates consider how they can act as role models	45 minutes
3	Bench marking diversity: Participants evaluate the organisation's current standing in relation to diversity and inclusion by benchmarking your organisational performance on the seven equality strands (race, religion/faith, age, disability, gender, transgender, sexual orientation).	60 minutes
4	Implementing diversity & plans: Participants discuss and evaluate their organisation's current position in relation to equality and diversity and identify areas to concentrate on in implementing your Corporate Equality Plan and Equality Scheme	50 minutes
5	Design an inclusive organisation: Participants discuss and identify ways in which they organisation can challenge, identify and report discriminatory behaviour and practice	45 minutes
6	The role of senior managers in managing diversity: This session focuses on the crucial role that managers have to play in managing diversity and inclusion. It is based around the Diversity Competency Questionnaire (DCQ). Managers develop their skills in managing diverse teams through role play with actors.	45 minutes
7	Review and action planning: Participants reflect on the key issues emerging from the course, identify further development needs/support that they require to implement equality and diversity strategy in their service areas	30 minutes

Equality and Diversity Training: Operational and Support Staff		
Session	Topic	Duration
1	Your organisation's equality and diversity policies: Delegations consider your equality and diversity polices, how these interact with HR polices and the law.	60 minutes
2	The benefits of diversity: A participative session highlighting the business case for diversity and inclusion to the organisation and how this approach can engage communities and lead to better service delivery and employment experiences.	60 minutes
3	Promoting equality and diversity: Participants discuss how discrimination affects various groups at work and discuss what they can do to promote equality and diversity and eliminate discrimination.	30 minutes
4	Challenging discrimination at work Participants role play in dyads situations real case studies where they have needed to challenge discrimination at work	60 minutes
5	Case study exercises: The case studies feature the type legal issues that can arise in relation to diversity and inclusion. The case focuses on race, disability, gender, transgender, sexual orientation, age, religion/faith how the emergent issues can be dealt with effectively using your procedures	60 minutes
6	Implementing diversity & inclusion strategies: Participants discuss and evaluate your organisation's current position in relation to diversity and inclusion and identify areas to concentrate on in implementing the Corporate Equality Plan and Equality Schemes	50 minutes
7	Action planning: Participants develop an action plan for tackling key issues in the workplace	60 minutes