



Quick Guide

New edition, 2005

POSITIVELY DIVERSE

Introduction

This guide provides a summary of the Positively *Diverse* process. It is intended for use in conjunction with the Positively *Diverse* Field Book.

Positively *Diverse* sets out a strategic approach to managing and improving equality of opportunity for staff, and for benefiting from the diversity of culture, skills and experience they bring to the workplace. The programme has been designed for use in health and social care organisations but its principles can be applied to any corporate environment.

Positively *Diverse* offers many benefits, including:

- increased confidence to express concerns contributing to clinical governance
- a fairer working environment – increasing morale and reducing risk of industrial tribunals
- contributing to compliance with the Disability Act
- a better understanding of the healthcare needs of the whole community
- reduced sickness and turnover leading to reduced staffing and recruitment costs.

The Positively *Diverse* Field Book provides a step-by-step guide to the programme and includes descriptions of the methods adopted, pro formas for completion of key stages and electronic templates for various documents that are produced throughout the process.

Stage 1: Planning and preparation



Key points

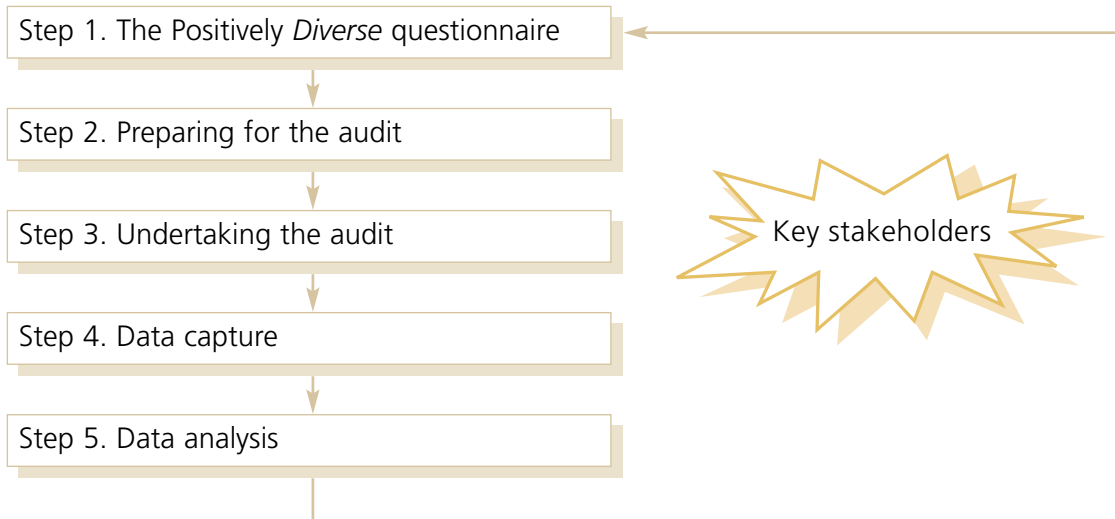
- DO secure the support and commitment of the chief executive and human resources director.
- DO proceed methodically and at an appropriate rate – this is a cultural change programme and such change cannot be imposed or forced within a tight timescale.
- DO communicate, communicate and communicate some more.
- DO take advantage of all the support that is available to you – but remember that change must come from within the organisation.
- DO celebrate good practice and success.

But ...

- DON'T raise expectations above what can be delivered. If you say you are going to do something, do it.
- DON'T demonise or humiliate.
- DON'T assume you know what staff think or what an appropriate solution to any given circumstance is – consult, consult and consult some more.

See: *The Field Book* Part 1, page 16

Stage 2: The audit



Key points

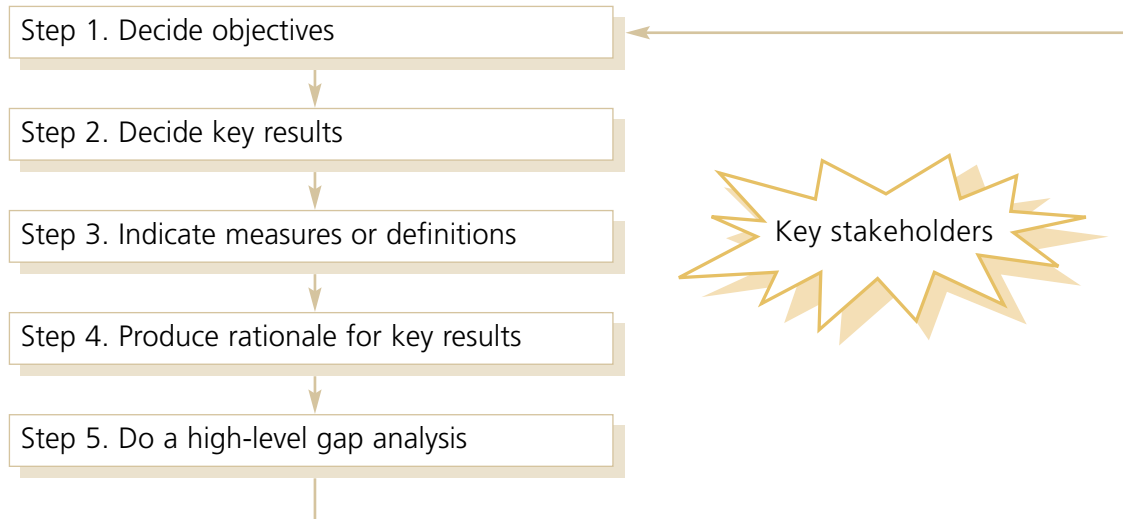
- The audit sets a baseline picture of facts, views and opinions of staff.
- DO use the results to build a picture of the main themes and concerns emerging – let them tell a story.
- The audit provides quantitative and qualitative evidence to support the need for action.
- The audit covers aspects of diversity – gender, ethnicity, age, disability, sexual orientation and religion.
- DO explain to staff what you are doing, how and why.
- DO ensure confidentiality – staff are more likely to express views honestly if they cannot be identified.
- DO let staff know what findings emerge from the audit at the earliest opportunity – but NOT before agreeing the messages with key stakeholders.
- AVOID surprises.

But ...

- DON'T demonise parts of the organisation or set others up as paradigms – both are divisive – 'no demons, no angels'.

See: *The Field Book* Part 1, page 23

Stage 3: Set direction



Key points

- The objectives are things from outside the organisation that drive the organisation. They describe the 'ends' of the project, not the 'means', and are things that can be celebrated.
- DO identify major political, sociological, economic and technological influences.
- DO identify what the organisation will look like when the objectives have been achieved (results).
- DO identify how you will know when you have achieved success – set SMART objectives.
- DO understand why the results will achieve the objectives.
- Comparing to the baseline, DO identify how big a gap there is between where you are and where you want to be.

And ...

- Remember: DO keep your key stakeholders on board.

See: *The Field Book* Part 1, page 36

Stage 4: Generate solutions



Key points

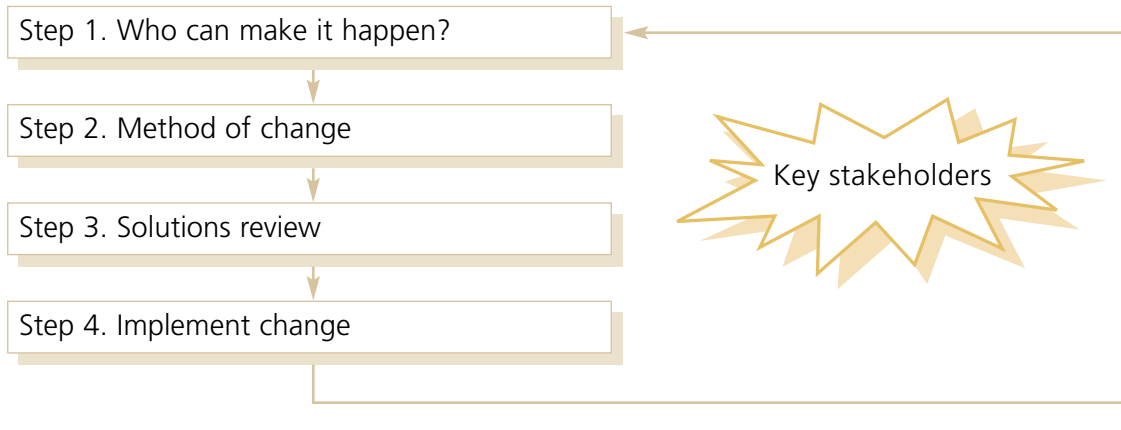
- DO identify which levers will have the greatest impact on achieving the results and how these will look when the results are achieved.
- DO identify how far the organisation is from the desired situation.
- DO decide what you could do to achieve the results – try brainstorming.
- You won't be able to do everything, so DO prioritise your solutions: high priority for greatest impact solutions closing greatest gaps; high priority for low cost / high benefit solutions. This shows what you should do.
- DO decide what you will do to achieve the results based on priorities and the resources available. Group these into projects.
- DO understand the activities that will need to be undertaken and the resources needed to do them.
- DO assess the suitability, feasibility and acceptability of the solutions.

And ...

- DON'T forget to communicate and keep your key stakeholders on board.

See: *The Field Book* Part 1, page 43

Stage 5: Implement solutions



Key points

- This is a change programme that needs to engage the hearts and minds of the workforce: you can't rush it.
- DO some easy, quick and straightforward things that have immediate benefit – show by action that things will happen and make sure everyone hears about them.
- DO identify who can make the change happen and who can stop it.
- DO identify appropriate methods of change depending on the complexity of the solution.
- Remember: if the solution challenges the culture then it is complex.
- You will encounter resistance to change. DO determine how you will spot it quickly and overcome it.
- DO encourage people to give their objections – they could be right.

See: *The Field Book* Part 1, page 53

Stage 6: Review and evaluate

Key points

- The external environment is constantly changing – DO make sure you can spot when someone else moves the goalposts and that you can still hit them.
- DO monitor whether your activities meet your targets and whether your targets are still relevant.
- DO compare your results against others through the national Positively *Diverse* network.
- How have staff views changed? Have your solutions had the desired impact? DO a re-audit after say two years.
- DO mainstream the changes. Make sure they are embedded within the normal processes of the organisation and have become 'the way we do things round here'.

See: *The Field Book* Part 1, page 60

Contacts

For information about the Positively *Diverse* programme, including support and training, contact the Positively *Diverse* team:

Leeds

NHS Employers
2 Brewery Wharf
Kendell Street
Leeds
LS10 1JR
Tel: 0113 306 3000

London

NHS Employers
29 Bressenden Place
London
SW1E 5DD
Tel: 020 7074 3200

Shahana Ramsden, Joint Director, Positively *Diverse* Programme
shahana.ramsden@nhsemployers.org

Anthony Nichols, Joint Director, Positively *Diverse* Programme
anthony.nichols@nhsemployers.org

Richard Dyson, Business Manager, Positively *Diverse* Programme
richard.dyson@nhsemployers.org

www.nhsemployers.org.uk

Contact us

www.nhsemployers.org

E-mail enquiries@nhsemployers.org

The NHS Confederation (Employers) Company Ltd
Registered in England. Company limited by guarantee: number 5252407

Ref: EGUI00201