

Diversity Business Partner

Information for Candidates

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Welcome message from Baljinder Kang, Director of HR

Firstly, thanks for taking the time to consider this important role at Midland Heart.

We are one of the leading UK Housing Associations providing support to help people to live independently with a very clear commitment to Diversity and Inclusion.

We have developed our Diversity strategy and are into year 2 of its implementation. Whilst much progress has been made to develop and embed diversity across our business we know we still have some way to go.



Like most other employers we want to make sure our workforce at all levels represents the communities within which we operate. Equally, we want to make sure the services we provide are accessible to all and appeal to local communities. Against this background we have decided to create a new role to lead on Diversity and Inclusion. Whilst the focus for this role will be to develop our workforce diversity and embed a culture of inclusion, you will also work with operational colleagues to ensure our services reflect the needs of the markets and communities within which we operate.

This is not a traditional equality and diversity role. We are looking for someone different – you will be innovative, able to think outside the box and able to develop solutions that address our business challenges. You will be able to present a compelling case for diversity and inclusion and have a proven track record of measuring and demonstrating the value added to the business.

If successful you would be joining an award winning team which has been nationally recognised for its understanding of business needs and ability to balance those with pragmatic people solutions. Reporting to the Director of HR, you would be part of the HR management team and as such contribute to developing our work even further.

We know we expect a lot from our people but in return we offer a broad range of benefits, competitive annual leave and pension arrangements, investment in your development and the opportunity to work flexibly.

If you believe that you have the necessary skills and qualities for this role and feel you can help us achieve our ambitions, I can't wait to hear from you.



Baljinder Kang
Director of HR

The role

We're looking for an experienced and innovative Diversity specialist to join our award winning HR & Learning Team. You will develop and embed diversity across our business and realise the business benefits of doing so. We've laid the foundations so far, but we are just at the start of our journey.

With proven experience in delivering business outcomes through developing a diverse workforce, you'll be able to advance and promote knowledge, expertise and practice of diversity and inclusion, demonstrating the difference great people management and diversity can make in improving productivity and performance.

The role will be stretching and require a mix of hands-on delivery and strategic leadership. You'll be innovative and be able to think outside the box in terms of embedding a culture of inclusion. You'll have knowledge of the wider HR agenda gained through generalist HR experience, especially with a good grounding in the law and best practice but more importantly be pragmatic and able to sell the business case for developing diversity. You'll have the ability to influence and engage people at all levels to make change happen.

What can we offer you? We are a flexible employer passionate about providing you with a great place to work. Based at our Bath Row office in the centre of Birmingham, this role is offered on a permanent basis with a salary of £47,983 per annum. As well as a competitive salary and generous leave entitlement, you'll benefit from our CIPD award winning reward initiative, including a range of voluntary and salary sacrifice benefits, generous pension arrangements, as well as the opportunity to develop your skills further.

To apply please register on our candidate portal and submit a comprehensive CV setting out your career history and achievements supported by a covering letter of no more than 2 pages which clearly explains how you think you meet the requirements of this role and the skills/experience you believe you have that will add value to our team.

If you feel you meet the brief, we'd love to hear from you. For a confidential discussion you are able to contact Baljinder Kang, Director of HR on 0845 850 1020 ext. 6110.

How to Apply & Timetable for Selection

To apply, please register on our candidate portal using the following:

http://jobs.midlandheart.org.uk/vacancies/2136/mh/diversity_business_partner/

Please submit a comprehensive CV setting out your career history, with responsibilities and achievements, supported by a cover letter of no more than 2 pages which clearly explains how you think you meet the requirements of this role.

Your application will be acknowledged. If you do not receive an acknowledgement within 48 hours, please contact: Resourcing.team@midlandheart.org.uk

Closing date for receipt of completed applications is 9am on Monday 26th February 2018.

Role Profile

Role Title:	Diversity Business Partner
Department:	HR & Learning
Role Purpose:	Develop and embed diversity across the business and realise the business benefits of doing so. Lead in the development of our diversity strategy policy and practice, overseeing implementation and measuring business outcomes. Provide business focussed solutions and plans in response to business issues. Provide pragmatic outcomes focussed advice on equality, diversity and inclusion matters.
Reporting to:	Director of HR & Learning
Responsible for:	n/a
Disclosure level:	n/a
Role Level:	<u>Frontline Manger</u>

Key Role Responsibilities	<p>Develop the diversity strategy, ensure its implementation and measure the business outcomes it delivers.</p> <p>Work in partnership with the wider HR team and SMTs to support the embedding of diversity and inclusion.</p> <p>Raise awareness of the benefits diversity and inclusion in the performance of the business as well as for customers and colleagues alike.</p> <p>Develop, advance and promote knowledge, expertise and practice of diversity and inclusion; upskilling others through training, coaching, policy and practice.</p> <p>Carry out environmental scanning proactively anticipating and preparing the organisation for possible changes in legislation or caselaw, and ensuring compliance.</p> <p>Benchmarking, analysis and reporting on diversity and inclusion to management teams in a clear strategically informative manner and action if required</p> <p>As a member of the management team, contribute to the development of the HR & Learning function as a whole.</p>
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<p>Education, Qualifications and Training</p>	<p>Educated to degree level or equivalent in a relevant subject; or equivalent relevant experience.</p> <p>Clear evidence of continuous professional development, which demonstrates up to date knowledge of diversity and inclusion issues.</p>
<p>Knowledge and Experience</p>	<p>Substantial experience as an organisational lead for diversity and inclusion.</p> <p>Proven experience of measuring business outcomes and return on investment through diversity and inclusion.</p> <p>Evidence of sound leadership and good team working.</p> <p>Record of accomplishment of successful project management, including budget management.</p> <p>Record of accomplishment of successful delivery of policy and practice.</p> <p>Fully au fait with current legislation and policy.</p> <p>Proven evidence of generalist HR knowledge and the ability to contribute to the running of the department.</p>
<p>Role Specific Skills & Behaviours</p>	<p>Clear communicator, able to articulate complex ideas into an understandable format for a range of audiences.</p> <p>Understands the business and is able to develop plans to deliver business results.</p> <p>High levels of attention to detail</p> <p>Committed to continuous development and high level of self awareness</p> <p>High level of skill in relationship building and able to operate in an environment of complex relationships</p> <p>High level of influencing and interpersonal skills who can negotiate effectively.</p> <p>Creative flair and imagination.</p> <p>Ability to deal with sensitive issues with discretion and confidentiality.</p> <p>Ability to handle and thrive in a fast paced environment managing and prioritising numerous priorities</p>

	<p>Evidence of ability to travel throughout area of operation.</p> <p>Strong personal commitment to working collaboratively and ability to build effective relationships with people of all capabilities and attitudes</p> <p>Be comfortable with our organisation's values and be happy to demonstrate these values in action in your work</p> <p>Be comfortable in adapting to situations and able to work well against a background of change and uncertainty</p> <p>A commitment to flexibility in delivery and style to meet business needs and pressures.</p> <p>An ability to communicate with staff and teams at all levels across the organisation. Good oral, verbal and interpersonal skills in order to engage and influence.</p> <p>High standards of professional probity</p> <p>Understanding of and commitment to the principles of equality and diversity.</p>
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Our behaviours and standards describe the expectations we have of all employees to help the organisation grow and succeed. They identify what each of the behaviours and standards might look like for the following groups of staff:

Frontline Managers – roles that have management and day-to-day responsibility of people and performance against targets at a frontline level.

Personal Qualities

Developing Self Awareness

Show their awareness of others responses to their behaviours and actions. Through everyday practice, allow others to reflect upon how they impact on and deliver services to our customers.

Managing Yourself

Challenge themselves to try new ways of thinking and working. Show authority by taking control through respectful and trusting methods to intervene where necessary without dictating to others.

Acting with Integrity

Demonstrate and role model respectful and honest behaviour. Dependably put their values into practice, that also align with those of the organisation and encourages them in others. Is trustworthy, honest, and dependable in all their engagements. Actively promotes equality and diversity and encourages the team to observe and be sensitive to needs of others. They treat others with dignity, sensitivity and respect using a situational leadership style.



Working with Others

Effective Relationships

Model and promote successful and respectful relationships within their team. Show a genuine consideration of others needs and actively take part with them. Confidently communicates in an, open and candid manner, using suitable language appropriate for different communicative needs of others. Demonstrate effective communication skills in order to enable the team to promote the needs of our customers.

Encouraging Others

Engage with and encourage colleague and customer feedback that enables collaborative decision-making. Create positive team working environments that allow colleagues to reach their potential.

People and Performance

Leading People

Guide, direct and support colleague to ensure that objectives are achieved and quality services delivered to customers. Model a leadership style which fosters trust and profiles the team. Ensures that the MPD review processes consistently reinforce a continuous improvement philosophy.

Leading Performance

Take responsibility for their actions to ensure that high levels of service are provided through engagement and commitment of others. Engage their staff to work with them to observe patterns of performance to see what is working well and what can be improved.

Direction and Strategy

Leading Change

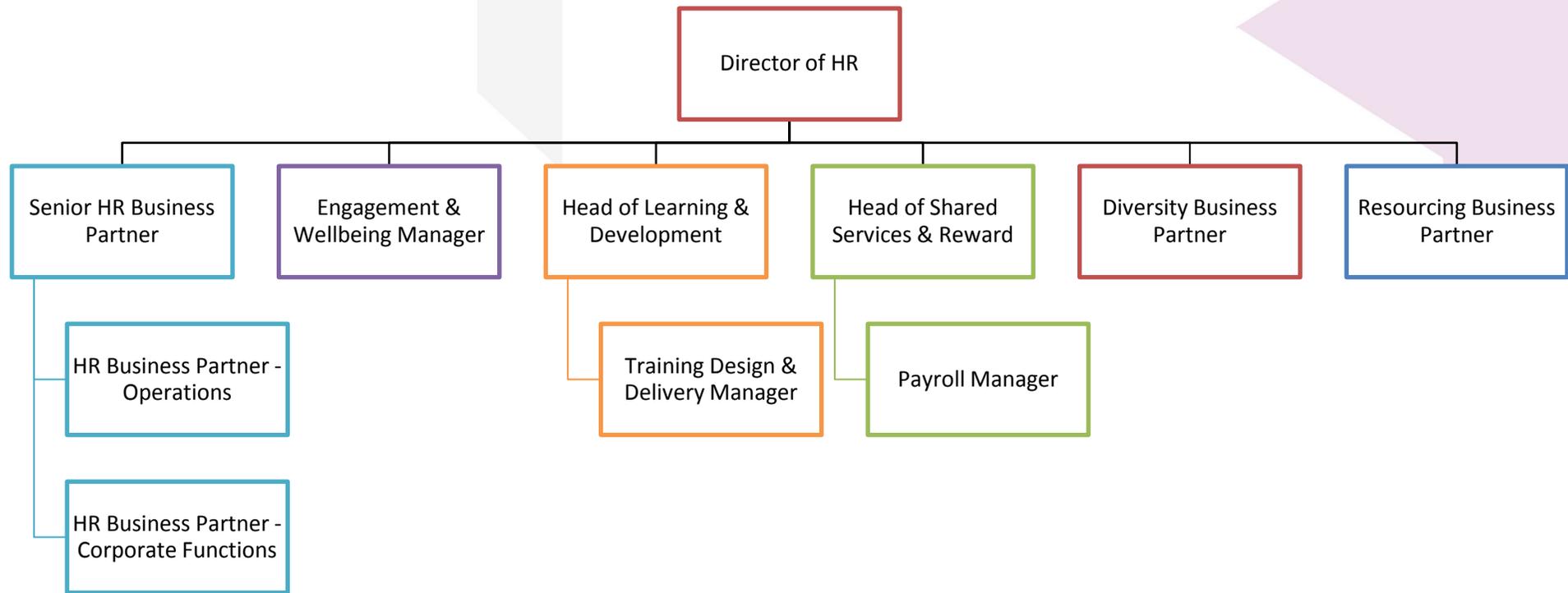
Investigates the external and internal drivers of change and communicates the rationale for change to others. Supports self and others through change.

Decision Making

Encourages others and co-creates decision-making processes that set out clear roles and responsibilities to expedite effective performance improvement.



HR & Learning Management Team Structure Chart





MIDLAND HEART DIVERSITY STRATEGY

Foreword

Every day, I am proud to see people from different backgrounds, with different life experiences and different skills working together to provide an excellent service. It is vital that we develop, value and celebrate these differences to make Midland Heart an even better place to work where everyone has the opportunity to be the best they can be.

This Diversity Strategy and Action Plan will provide clarity and focus across the organisation by setting out actions to achieve on a year by year basis. This will help us to put diversity into action on a practical level.

It is very important that we all take responsibility for this strategy; we all need to live the values – be inclusive, be people focused and be professional. This means all committing to creating an open environment where everyone is able to be proud of who they are.

Lets all work together to make our Diversity a strength; that way, we will be fully equipped for the challenges ahead.

Ruth Cooke, Chief Executive Officer, Midland Heart

1. Strategic Aim

The aim of this strategy is to mainstream diversity so that it is embedded across all areas of Midland Heart, at all levels. Simply put, we aim to create a culture that celebrates differences and allows individuals to be themselves.

This directly links to our corporate strategy of having a leadership and management team that is highly engaged, motivated, with different experiences, knowledge and skills and able to both lead and manage change.

Our strategy is built upon three work streams; all require input from customers, colleagues and stakeholders. The action plan sets out how we aim to meet these strategic objectives.

The delivery of the strategy will be monitored by the Equality and Diversity Steering Group, with representatives from the Executive Team, Board members and Partners.



Developing Diversity



Valuing Diversity



Celebrating Diversity

2. Diversity Work streams

2.1 Developing Diversity

We commit to;

2.1.1 As far as is possible ensure our workforce represents the communities in which we operate

To attract a diverse pool of talent, resourcing processes will be developed to ensure that employment opportunities are accessible across our customer groups and local communities. We recognise that this will involve linking with other organisations and forums to help us support and develop individuals with diverse needs.

We will build on our existing links within local communities to improve our brand awareness and help to attract future talent.

We will continue to support those not in employment to develop their skill set, helping their future prospects.

2.1.2 Giving everyone the opportunity to be the best they can be

We will embed inclusive practices into talent management. We will utilise and build on our existing talent management processes to support individuals to develop their skills and grow within the business.

By being as flexible as possible, we will support individuals to remain with Midland Heart (whether employed or customers) when they face significant life changes or choose to expand their personal development.

We will check who is impacted by policy decisions and the fairness of that impact.

2.1.3 Designing accessible services

Through honest and open channels of communication, we will understand customer needs so that when we deliver and design services these are considered. We will ensure that employees have the necessary skills to connect with customers and to enable customers to communicate what they want. We will engage other organisations where necessary to support us to meet customer needs.

2.2 Valuing Diversity

We are committed to appreciating the value diversity adds to Midland Heart. This begins with our leaders so we will work with them to develop their understanding of diversity and support them to be positive role models who embed diversity in all aspects of their work.

Through our mandatory training, we aim to embed our values of inclusion and professionalism so that employees not only understand what diversity means in practice, but take personal accountability for both their own actions and speaking out about others.

Our Leadership and Management programme will support managers to understand their role in valuing diversity and developing the potential of both employees and customers.

We will encourage employees to share their personal details so that we can better understand our workforce and support individuals appropriately. We understand that we need to build trust and confidence of employees to achieve this.

To ensure we are valuing diversity, we need to find out from employees and customers how they feel. We will utilise existing forums to measure this and allow individuals to have a voice.

2.3 Celebrating Diversity

We will encourage individuals to learn about each other and share their experiences, both to increase awareness but also for personal development. To do this, we will provide networking opportunities and awareness events.

We recognise that there are already lots of brilliant examples of diversity within Midland Heart so we aim to increase the visibility of this through strengthened communication about diversity.

We will promote our diversity achievements as part of our employer brand.

3. Action Plan

Appendix 1 details the full action plan

DIVERSITY ACTION PLAN

Diversity Workstream	Outcomes	Measure of Success	Year 1 – Understanding where we are	Year 2 –Implementing and Measuring impact	Year 3 – Measuring success		
Developing Diversity – Developing a workforce and Board Members that represent the communities in which we operate	Recruitment: Align with the Resourcing Strategy to ensure recruitment and selection processes are accessible across local communities	<ul style="list-style-type: none"> - Clear metrics to monitor workforce profile against profile of communities in which we operate - Workforce profile reflective of those communities - Increase in recruitment of workforce through programmes with schools, apprenticeships and volunteer programmes - Positive feedback from candidates about fairness in recruitment - Training evaluation to ensure managers are confident and competent in recruitment and selection - Retention of Two Ticks Symbol 	<ul style="list-style-type: none"> - Analyse the demographics of communities in which we operate and compare to workforce profile - Monitor applications from groups with protected characteristics to track progress and identify whether any barriers are presented - Identify areas of the business where diversity is lacking across teams– analyse internal and external factors to understand why - Analyse leaver data for links to diversity issues - Review success of current recruitment and selection tools used in attracting a broad pool of candidates - Develop our apprenticeships and employment skills programme and monitor retention rates - Develop programmes with schools, colleges and other organisations, particularly in areas where workforce profile is low - Use Social Housing Equality Framework (SHEF) as a guide to evaluate where we are 	<p>Develop and implement action plan with clear outcomes to address issues that are found</p> <p>Develop clear outcomes linked to improving the diversity of our workforce and developing the skills we need</p>	<ul style="list-style-type: none"> -Develop survey to obtain feedback from candidates about their experience of recruitment and selection -Roll Out Recruitment & Selection Training for managers -Review success of employment skills programmes to determine whether they are impacting upon recruitment -Develop Volunteering and Work Experience Placements 	<p>Measure success of action plans and review whether alternative actions are needed</p> <p>Measure success of programmes and review whether alternative actions are needed</p>	<ul style="list-style-type: none"> -Monitor retention of workforce employed through these developed programmes - Analyse whether there has been an impact on workforce profile -Evaluate impact of Recruitment and Selection Training
Developing Diversity – Giving everyone the opportunity to be the best they can be	Talent Management and Workforce Planning: Embed inclusive practices into talent management to support individuals to develop their skills	<ul style="list-style-type: none"> - MPD ratings normal ‘bell curve’ distribution across different groups and areas - Workforce has baseline level of IT and literacy skills - Increase in approved flexible working applications - Increased diversity of workforce at all levels of the business - NED vacancies filled through developmental pool - Impact of policies assessed and applied fairly across workforce 	<ul style="list-style-type: none"> - Monitor MPD ratings across different groups and areas to identify any potential issues in relation to diversity - Analyse people management practices and potential links to diversity issues - Create options for a more flexible workforce - Ensure employees have access to opportunities to develop their IT and literacy skills - Recruit volunteer developmental independents for committees - Develop clear link with Resourcing Strategy and Leadership and Management Academy - Develop and implement EQIA tool 	<p>Develop and implement action plan with clear outcomes to address issues that are found</p> <p>Development of workforce planning</p>	<ul style="list-style-type: none"> - Fill at least 3 Frontline Manager and 1 Operational Leader role utilising succession plans - Fill at least 1 NED vacancy from the volunteer developmental pool - More flexible working practices embedded across variety of roles and business areas - All policies and procedures impact assessed and meet the required standards of the EQIA tool 	<p>Review success of workforce plans against workforce profile</p> <p>Monitor success of volunteer developmental pool</p>	<ul style="list-style-type: none"> -Fill at least 2 Operational Leader and 1 Strategic Leader roles utilising succession plans -Increase number of NED vacancies filled from the volunteer developmental pool
Developing Diversity – Designing Accessible Services	Customer Involvement: We will understand customer needs and design and deliver services	<ul style="list-style-type: none"> - Increased levels of customer satisfaction reaching 90% by 2020 - At least 50% of all customer transactions are done online by 2020 - Customer Excellence accreditation - Others to approach Midland Heart as a first port of call when wanting to work with a housing and care 	<ul style="list-style-type: none"> - Monitoring services to ensure they are accessible, fit for purpose and take account of our customers varying needs and backgrounds. - Ensure customer contact is fit for purpose and there is accessibility through online services - Supporting and educating customers to understand DWP and government changes - Researching and measuring trends of preventable and non preventable tenancies to understand customer 	<p>Develop Structures and Processes to ensure we are fit for purpose</p>	<ul style="list-style-type: none"> - Design of Operations Directorate to ensure structure is aligned and meets the needs of customers - Support customers to sustain independent tenancies through research conducted - Implementation of new structure and phase 2 of 	<p>Review position to ensure we are on target</p>	<ul style="list-style-type: none"> - Continuing high levels of customer satisfaction 90% by 2020 - Increased use of digital access to reach 50% by 2020

	taking this into account.	provider -Services demonstrate they are empowering customers to live independently for longer and this is leading to fewer preventable tenancy ends.	needs - Developing Allocations Policy and ensuring EQIA is conducted to understand impact on young people - Develop clear objectives that focuses on fair and transparent access for all with a suite of options for customers to utilise		Customer First - Increased levels of customer satisfaction to ensure we reach 2020 target - Increased use of digital access to reach 2020 target - Continue to conduct audits and meet Consumer Standards	
Diversity Workstream	Outcomes	Measure of Success	Year 1 – Understanding where we are		Year 2 –Implementing and Measuring impact	Year 3 – Measuring success
Valuing Diversity	Embed Values of Inclusion and Professionalism: Leaders will be positive role models who embed diversity so that each employee takes accountability for their actions	<ul style="list-style-type: none"> - 95% of employees declare diversity information - External Recognition/Standard of Diversity - All employees trained in Speaking Out/Diversity - Partner Involvement in Diversity strategy - Employees are clear about what Diversity means within Midland Heart 	<ul style="list-style-type: none"> -Research best practice in organisations where diversity has been recognised through external standard -Ongoing communication plan focusing on why diversity metrics are needed and how they are used; to increase diversity details entered on MyView to 60% and share workforce profile with employees -Create a diversity statement -Work with partners to promote awareness of diversity strategy and share good practice and planned outcomes - Develop Diversity Training for Managers to foster culture of inclusion -Review Speaking Out Training 	Develop awareness of Diversity work to start embedding it in all areas of the business	<ul style="list-style-type: none"> -Increase in diversity of managers accessing aspiring managers development through Academy -Identify and apply for external recognition /standard -Inclusion of a partner in E&D stakeholder meetings -80% of employee diversity details on MyView 	Review success of Diversity awareness through engagement surveys and review what more needs to be done
Celebrating Diversity	Increase Diversity Awareness: Ensure individuals can share experience and learn from each other	<ul style="list-style-type: none"> -Feedback about success of Diversity Strategy -Development of Diversity Champions -Increased participation in awareness events -Increased communication about Diversity 	<ul style="list-style-type: none"> -Review current awareness events and create new calendar of events -Consult with employees and customers about how they would like diversity celebrated -Create a Diversity page on intranet to share information and good practice -Create a network of champions across key areas of business to act as ‘critical friends’ of the Steering Group 	Develop and implement plan for awareness events	<ul style="list-style-type: none"> -Work with Champions to review success of year 1 events and create new calendar from that feedback -Increase number of individuals involved in awareness events -Increase number of Champions within each Directorate 	Monitor participation in awareness events