

## Staff equality objective 4:

### To increase the percentage of black and minority ethnic (BME) Professional staff

<b>Our measure</b>	<b>Increase the average annual proportion of Black and Minority Ethnic employees in grades 8-10 from 10.9% to 13% by 2016.</b>
<b>The reason we chose this objective</b>	<p><b>The objective and our measure</b> At Kingston 19.5% of all BME General and Professional staff are in grades 8- 10 compared to 25.6% of all white General and Professional staff who are in grades 8-10. There is currently a 6.1% difference. However there are very low numbers of BME staff in grades 8-10 and the objective reflects the intention to change the proportion of staff in grades 8-10 who are from BME backgrounds.</p> <p><b>Cognitive diversity</b> We have a new University strategic plan entitled 'Led by Learning', a challenging environment and a diverse student population. Our ability to draw on a wide range of viewpoints, backgrounds, skills, and experience is critical to the University's success. A senior and executive team that includes women as well as men and whose membership includes people who are disabled, come from different countries or cultures as well as different sectors and professional backgrounds, is much more likely to display the 'cognitive diversity' that will allow us to achieve the ambitions of the 'Led by Learning' strategy.</p> <p><b>Talent management</b> At Kingston we want to be and be seen to be a fair employer who utilises and develops the potential of each and every one of our staff. We want to make sure that our most talented staff have equality of opportunity to progress through to senior and executive roles and be part of the top level decision making process.</p> <p><b>Legal requirement</b> The Public Sector, Specific Equality Duty requires us to set specific and measurable equality objectives by 6<sup>th</sup> April 2012 for the 4 year period to 2016.</p>
<b>Challenges we face</b>	An uncertain HE environment may, for example, lead to a contraction of posts. Redressing the imbalance through new posts or filling vacancies may prove difficult within the economic context over the next

	<p>few years.</p> <p>Positive action sometimes perceived as positive discrimination.</p> <p>There are few visible role models in leadership positions.</p> <p>There may be a lack of acceptance of benefits/resistance to change.</p>
<p><b>Recent progress we have made</b></p>	<p>We have designed and managed a BME staff mentoring scheme which has increased in size since its launch two years ago.</p> <p>We have invested in theatre based equality awareness workshops to highlight how (unconscious) bias and discrimination can impact upon equality of opportunity.</p> <p>We have ensured that Staff Survey responses can be analysed for the first time by equality groups which provides rich information to set strategies and measure progress.</p>
<p><b>Our approach</b></p>	<p>We will advertise job opportunities, particularly professional roles, in local areas with high BME population. It will be good for our brand to recruit staff and students from the same areas. We will pilot and evaluate this approach .</p> <p>We will ask BME staff to identify the strategies that they think will make a difference to the equality of their opportunity.</p> <p>We are one of a select number of universities that are participating in a national Equality Challenge Unit/HEFCE project to develop practices that have proven impact on BME staff experiences and opportunities.</p> <p>We will build consideration of equality and diversity into the appraisal process, accompanied by guidance and appropriate training.</p> <p>We will enhance and promote understanding and benefits of cultural diversity in leadership and management development opportunities.</p> <p>Engage more staff in understanding equality and diversity challenges and strategies through an online equality and diversity module.</p>
<p><b>Overseeing Committee</b></p>	<p>Equality Committee – Chair David Mackintosh, Deputy Vice Chancellor reporting to the Senior Management Team</p>