



## NCVO WORKFORCE DEVELOPMENT

### Good employment practice case study: Recruitment and diversity

Pratima Pershad, Equalities Manager at Glasgow Association for Mental Health (GAMH) has kindly provided the following case study.

Glasgow Association for Mental Health is an independent organisation and is established as one of the principal providers of mental health services in Greater Glasgow.

GAMH aims to provide high quality support both to those who are experiencing mental health difficulties and to their carers. GAMH is committed to the principles of social inclusion and to raising the awareness and understanding of mental health issues.

Founded in 1978, GAMH celebrated their twenty-fifth anniversary in 2003. If you would like to find out more about the Glasgow Association for Mental Health, please visit [www.gamh.org.uk](http://www.gamh.org.uk).

### What happened?

Our organisation has always believed in equality of opportunity regardless of a person's gender, race, ethnicity, age, sexuality or religious belief.

GAMH's core values and principles have equality of opportunity embedded within them. We are now looking at processes, which will make our commitment to equalities more explicit.

### Who was involved (e.g paid staff, volunteers, trustees)?

Equality staff and the senior management team have been involved initially in developing the equalities agenda. The way we did this was to write down all the functions of the organisation. This helped us to analyse each area of our work in relation to equalities eg recruitment, staff training, policies and service delivery etc.

We also set up an Equalities Action Group with all the senior staff coming together to look at this. However, we soon realised it was a huge task and each area needed to be broken down further, in relation to equality considerations.

It was also difficult to coordinate everyone's diaries so we decided to meet in smaller groups relevant to our equalities tasks.

## What planning took place?

We are aware that to take forward equalities we all have to come from the same level of understanding.

The Senior Management Team (SMT) underwent training in equalities including attendance of equalities seminars relevant to their area of work in the organisation, eg recruitment and retention training. The Human Resources Manager and Equalities Manager also attended training.

We are currently planning to roll out equalities training throughout the organisation. Training in equalities is going to be part of the regular staff training cycle including induction.

We want to enhance our good practice in service delivery and we now have a Senior Project Worker in place to support project staff on inclusive practice development.

In relation to staff recruitment and retention we are currently looking at equalities in relation to the full 'journey' of staff through the organisation.

We have looked at our advertisement processes and equality issues, e.g we have included that we are an Equal Opportunities employer in all job adverts and also plan to expand it to include what we mean by this, i.e. regardless of age, sexuality, etc, as it adds further to the meaning of Equal Opportunities in line with equalities legislation.

We have also looked at where we place our adverts and are currently planning to increase our target audience by advertising in equality updates, which is distributed to all equality interests groups.

We have updated our application form and equality proofed it so that it is anonymous.

We intend to collate information on this at six monthly intervals and review it. We intend to continue with this staff journey through the organisation and look at equality issues in relation to staff training and development, secondment, acting up opportunities etc, up to and including leaving the organisation.

## What went well?

Initially, the equality staff and the Chief Executive held planning meetings to look at how to drive this forward. We then realised that we had to broaden our equalities think tank and include some key players fairly early on, such as the Human Resources Manager, Operations Director etc.

This helped us to come to decisions easier and issues were brought up, so everybody became aware of them at the same time.

## What did not go so well?

It was difficult to sustain this kind of meeting regularly and it became more infrequent as other commitments overtook people's diaries.

## What would you do differently?

I would not wait for all decisions to be made at an equalities planning meeting, as we called it, but set up more channels of communication and at different levels, simultaneously.

## How was it implemented (e.g was any support needed)?

It was a slow process but we believe that working on equalities has to be at many levels simultaneously, to drive equalities throughout the organisation.

## What has been the overall impact?

It is early days to be able to carry out comprehensive impact assessments, however we are setting up monitoring systems which will allow us to carry out assessments on a regular basis and make changes accordingly.

## Are you planning any future developments to maximise the impact of this process?

We see equalities as a continuous process of 'plan-implement-review-change cycle' in different areas of our work.

We are currently developing our Inclusive Practice model and developing standards with staff in projects, which will reflect service delivery.

## What one piece of advice would you give organisations in a similar situation?

An equalities agenda can progress if there is commitment from the 'top' of the organisation i.e. Board of Trustees, Chief Executive etc. However, to take equalities forward ownership has to be at all levels in the organisation - staff, volunteers and users of services. Ultimately ownership has to be shared, to make equalities meaningful.

## Further comments...

Keep your staff on board! They are the ones who are at frontline of service delivery and need to be aware of all changes in practice and policy.

## About HR and your workforce

### **How many paid employees do you have?**

101+ full time; 11-20 part time

**How many trustees sit on your board?**

8-10

**How many volunteers do you have (non-paid staff, excluding trustees)?**

51-100

**Does your organisation have an HR Strategy?**

No

**Does your organisation have a recruitment policy?**

No

**Does your organisation have a diversity policy?**

Yes – a draft Equal Opportunities policy