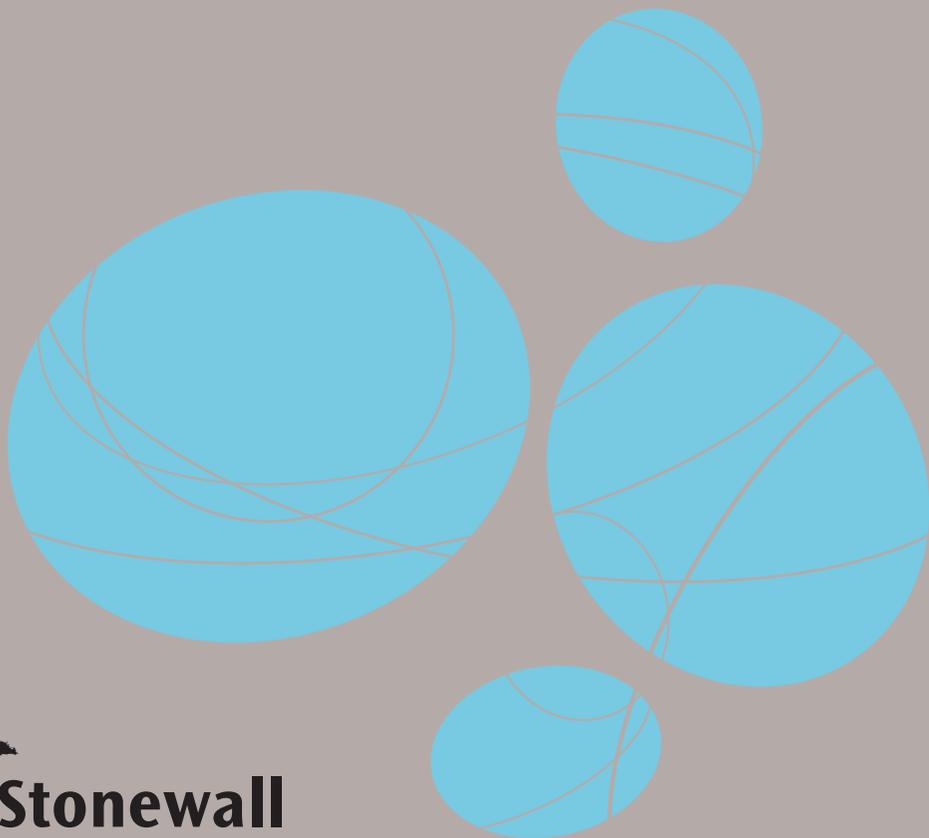


LINE MANAGERS

How to manage a diverse workforce



Stonewall

WORKPLACE GUIDES

LINE MANAGERS

How to manage a diverse workforce

FOREWORD

Over the last ten years, the very best organisations have taken progressive steps to ensure that they are truly welcoming of lesbian, gay and bisexual staff. The most senior leaders recognise that recruiting the widest range of talent makes good business sense, and is the right thing to do. New staff receive clear signals from recruitment to appointment that the organisation truly believes that 'people perform better when they can be themselves.' If they struggle with that then they should seek employment elsewhere.

Increasingly, leading organisations are now turning their attention to supporting middle managers. Senior leaders describe how early efforts to implement equality strategies were dominated by instructions of what not to do. Line managers, if they received any training at all, became frozen and anxious about litigation. The very best employers have learnt that the best way to make sure all levels of an organisation understand the importance of diversity is to develop interventions that help all managers understand how diversity enhances the performance of their teams. Organisations are employing increasingly creative methods to achieve this.

The latest Stonewall workplace guide shares examples of how this work is done. Through the Diversity Champions programme, Stonewall is able to connect you to organisations that are working to resolve some of the questions that arise. If you want to improve the way in which your organisation considers sexual orientation, please do get in touch.

RUTH HUNT Chief Executive, Stonewall

Contents

	Introduction	2
1	Equipping Managers	3
2	Engaging Teams	11
3	Holding Managers to Account	16
	Top ten tips	20

LINE MANAGERS

How to manage a diverse workforce

Stonewall

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Stonewall Workplace Guides

Stonewall 2014

Equipping managers with the skills to lead diverse teams can help employers utilise all of their staff to their fullest potential. A manager's ability to support and motivate their team members regardless of their sexual orientation leads to competitive advantages:

ENHANCE CREATIVE OUTPUTS Employers know that recruiting individuals from a variety of backgrounds leads to a creative and dynamic workforce. Managers can encourage this by fostering an environment where staff feel they can confidently contribute their unique perspectives. When staff feel supported by their managers, they are more likely to put solutions forward and take responsible and rewarding risks.

RETAIN TALENTED STAFF Organisations that help managers to foster inclusive working environments where staff feel able to bring their whole self to work can help organisations reduce staff turnover.

IMPROVE SERVICES Retailers and service providers cultivate reputations on favourability based on their ability to tailor services to the needs of their diverse client base. Managers who are attuned to the specific needs of their lesbian, gay and bisexual customers or service users can help their teams improve the services offered.

COMPLY WITH THE LAW The Equality Act protects all employees from discrimination and harassment at work. Managers play a key role in challenging inappropriate behaviour within teams and encouraging team members to work in a respectful and collaborative manner. Equipping managers with the skill to prevent and tackle cases of homophobic and biphobic bullying and harassment can help avoid costly employment tribunals.

This guide showcases how the best employers for lesbian, gay and bisexual staff are engaging managers, and how managers in turn are engaging their teams to create inclusive workplaces that fully utilise the strength of diversity.

1

CHAPTER

Managers require specific skills and tools to bring out the best from diverse teams. Organisations can take practical steps to make sure that these elements are in place. Leading employers provide managers with targeted training, management resources and a host of ongoing methods of support and engagement to help them capitalise on the strength of diversity.

Training

It's important that all those in management roles are given specific and dedicated diversity training. Tailored training should be provided in addition to general training for all staff and cover topics that have practical application to managing diverse teams. Training can serve as a safe space where managers can ask questions that they might otherwise feel uncomfortable to ask and provide managers with a comprehensive understanding of the behaviours they are expected to uphold across the organisation. Innovative and engaging diversity training for managers should address four key components:

- Policies, legislation and business benefits
- Challenging discrimination and inappropriate behaviour
- Recruitment and promotion
- Unconscious bias

Policies, legislation and business benefits

Basic training for managers should provide them with a comprehensive overview of employment protections for lesbian, gay and bisexual staff alongside the organisation's strategy for creating an inclusive workplace. Managers should also be made familiar with the organisation's specific policies, for example, application of benefit entitlements such as parental or adoption leave. This will help line managers understand and feel confident in the expectations placed on them by the law and the organisation.

London Ambulance Service NHS Trust provides all managers, including board members and directors with comprehensive training on the Equality Act 2010 and the organisation's diversity strategy. This covers all nine protected characteristics, including sexual orientation. The training raises awareness of the Trust's policies, values and approach to diversity and develops management's understanding of the behaviours they should expect, and are expected to uphold across the organisation to ensure world class services are delivered to all the communities they serve.

In addition to legislation and organisational policies, leading employers train managers on the link between creating an inclusive workplace and business strategy. By explaining why sexual orientation equality is relevant to the business, employers can emphasise to managers how the entire workforce can profit from creating a welcoming environment for lesbian, gay and bisexual staff.

EY have recently launched their Inclusive Leadership Programme and rolled it out to all partners across the United Kingdom and Ireland. This one day course is designed to provide partners with a clear understanding of the business case for diversity and what inclusive leadership looks like. It focusses on how they can capitalise on the strength of diversity, particularly in relation to relationships with clients and how EY builds distinctive high performing teams, rather than doing diversity for its own sake. The success of this initiative has led to the programme being expanded in its scope - EY has now started to roll out the Inclusive Leadership Programme to all middle managers, senior managers and directors as part of phase two.

Challenging discrimination and inappropriate behaviour

Managers are responsible for resolving conflicts between team members and encouraging staff to work in a respectful and collaborative manner. Some line managers may have little first-hand experience of supporting lesbian, gay and bisexual staff and may not be aware of what constitutes bullying or harassment on the grounds of sexual orientation. Managers should be trained to recognise and challenge inappropriate 'banter' that includes the use of homophobic or biphobic language, intrusive questioning and speculation about someone's sexual orientation.

It's important that managers are able to direct staff members to organisational policies when dealing with cases of bullying and harassment, including the various reporting routes available to them.

A core competency for all managers at **Bury Council** is 'Values, Ethics and Diversity'. This management development programme includes training on recognising diversity and supporting staff. The training asks managers to consider how they would address and react to real-life scenarios that managers have faced in the past. Using such examples highlights the importance of managing diversity effectively and encourages greater personal investment in training. These scenarios cover a range of issues related to sexual orientation:

- *The LGBT employee group send an email inviting members to their next meeting. A member of the team says 'Why do they need a special group? We don't have a straight employees group.' A colleague responds 'You know them gays they like to get together and feel special. It has to be all in your face.'*
- *It comes to your attention that a member of your team who is openly gay has been using the disabled toilet rather than the men's.*
- *The door to your office is open and you can hear the banter in your team's office: 'It's no wonder she's so uptight, she's a lesbian, she probably just needs a good seeing to.'*

Recruitment and promotion

In organisations where managers are actively involved in recruiting new staff and promoting existing staff, they should be trained to make sure they have the skills to recruit fairly. The best training goes beyond outlining the organisation's commitment to recruiting a diverse workforce and helps managers counteract biases when shortlisting and appointing candidates.

At PwC, all managers who sit on interview panels complete mandatory recruitment training, which includes discrimination and bias awareness. The training consists of an interactive e-learning module and online interview simulation, which must be successfully passed. This is followed by a practice telephone interview with an experienced interviewer, who will offer coaching and provide feedback. A manager's competency is then assessed before they are permitted to sit on an interview panel. If they have not conducted an interview for six months, they are encouraged to re-visit the training.

Unconscious bias

Managers can sometimes unintentionally favour those who look, act or sound a certain way. These biases could cause managers to discriminate against certain groups without realising that they are doing it. Unconscious bias training can encourage managers to critically reflect on the many factors that influence the way they think and make decisions and help them identify if they unconsciously demonstrate favouritism towards certain groups. Leading employers incorporate the subject of unconscious bias into management training to help managers recognise and overcome biases that may cause them to discriminate against lesbian, gay and bisexual staff.

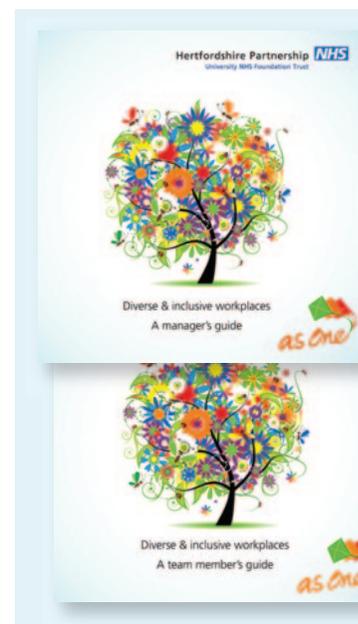
Tyne and Wear Fire and Rescue Service (TWFRS) brings in a specialist trainer to deliver unconscious bias training to line managers and senior managers, examining the ways in which they might unintentionally demonstrate favouritism toward certain groups, including in relation to sexual orientation. The Equality and Resources Manager worked with the trainer to tailor the course for TWFRS and include sexual orientation and gender identity elements. Participants were required to complete the 'Gay-Straight Implicit Association Test' prior to the course and the results were openly discussed and explored during the sessions. In addition, the case study undertaken was written in a fire service context and focused on a gay employee 'coming out' in the service.

As with all training, it's important to make sure management training has a real and tangible impact within the organisation. In addition to collecting feedback from managers themselves, leading employers make use of innovative assessment techniques such as 360 degree performance appraisals to measure the impact on teams before and after management training.

IBM adopts a two stage feedback process for their Inclusive Leadership training module. During the training itself, attendees are presented with a questionnaire before and after the session to understand their leadership behaviours and gauge immediate learning gained. This is then followed up three months later using a further survey. In addition to asking participants what behaviours were changed following the training, IBM also conducts 360 degree impact evaluations by collecting feedback from members of the manager's immediate work circle.

Resources

Many organisations provide managers with resources such as guides and toolkits in addition to training. These resources provide practical advice and support and outline simple solutions for a range of sensitive management issues such as what to do when a team member 'comes out' at work or is experiencing homophobic or biphobic bullying and harassment. Employers can involve the employee network group for lesbian, gay and bisexual staff to help identify and develop in-house management resources or signpost managers to the availability of external resources such as Stonewall's Workplace guides.



Hertfordshire Partnership University NHS Trust have developed two separate guides on diversity and inclusiveness – one for managers and the other for team members – to promote the emotional well-being of all employees. Whereas the guide for team members is focused on giving practical information that will help them feel more valued in the workplace, the guide for managers gives practical information that will help them develop and maintain a supportive and inclusive workplace. For instance, an entire section of the team members' guide is dedicated to '*What to do if you want to come out at work*' and the equivalent in the managers' guide focuses on '*What to do if a team member wants to come out at work*'. This highlights the simple, yet crucial difference in approach to the support an organisation can provide to all staff members – whether in management positions or otherwise.

Liverpool John Moores University has developed a comprehensive guidance document for managers dedicated to sexual orientation equality issues titled Supporting Lesbian, Gay and Bisexual Staff and Students at LJMU. This guidance for managers acts as a one-stop destination for common questions managers might have in relation to sexual orientation including legislation and organisational policy, supporting staff who 'come out', how to advocate for equality, how to avoid unconscious bias, the specific challenges faced by those with multiple identities, reporting routes for homophobic and biphobic bullying and harassment, gender reassignment and a range of case studies.

In addition to guides, employers can provide interactive toolkits such as e-learning hubs that pool together a range of resources for managing diverse teams. Such self-directed learning hubs can include practical guidance specific to the sector, webcasts, self-assessment and action planning tools and interactive case studies. Organisations should actively publicise the availability of resources to all managers, for example, through the employee network group and all-staff communications.

Goldman Sachs has developed an online learning hub targeted at all managers within the organisation. This virtual hub includes comprehensive information on leading diverse teams including perspectives from senior leaders on sexual orientation equality, key leadership qualities in relation to managing diverse talent, the business case for diversity, tips on communicating and leveraging the most of diverse teams, articles from prominent business magazines, webcasts and top tips. By creating a one-stop portal for information relating to managing diverse talent, the organisation equips managers with important resources they require to foster an inclusive working environment for lesbian, gay and bisexual staff.

Lloyds Banking Group has developed a best practice guide for managers on 'Leading a Diverse and Inclusive Team'. The guide is a one-stop shop to signpost support that is available to ensure managers create and maintain a culture where every individual feels valued, engaged and confident. It also includes self-assessment and action planning components to help managers identify gaps and aid self-directed learning. All of the content is also made available through their Discover Learning intranet site which can be accessed from home as well as in the workplace.

Ongoing Support and Engagement

The best organisations use innovative methods to engage managers across all levels of the organisation and support them with any issues

that may arise in relation to managing diverse talent. This includes linking-up managers at different levels of seniority through reverse mentoring programmes, drawing on the expertise of the employee network group for lesbian, gay and bisexual staff and sending managers to sexual orientation seminars, conferences and events.

Reverse mentoring

Reverse mentoring schemes draw on the positive and negative experiences of lesbian, gay and bisexual staff to help educate more senior staff on the issues that affect them in the workplace. This innovative practice can help increase the understanding of sexual orientation equality issues amongst managers and provides junior staff a valuable career development opportunity.

At **Liverpool John Moores University**, senior straight managers are linked up with more junior lesbian, gay, bisexual and trans employees with exceptional skills who share their positive and negative experiences of working for the university. This has provided senior leaders with an opportunity to ask questions they may not feel comfortable asking in public and is an avenue for them to understand the specific challenges faced by lesbians and bisexuals as distinct from gay men.

Accenture runs a reverse mentoring programme through their lesbian, gay, bisexual and trans employee network group. The scheme is voluntary and links an LGBT employee with a senior mentee and has an informal structure that allows each mentor and mentee to work together in a way that is most productive for them. Mentors are encouraged to share their experiences with their mentee and mentees are assured that this is a safe and private space for them to ask questions in order to learn more about inclusion and diversity at Accenture.

Employee network group

Employers can support the lesbian, gay and bisexual employee network group to be a valuable resource for managers. Network groups can provide managers with a safe channel to seek advice and support on sexual orientation equality issues at work by holding 'drop-in' days, having a dedicated email address for management queries, holding events or question and answer sessions and using their expertise to publish sector-specific management tips. Leading network groups also hold events where lesbian, gay and bisexual managers or senior allies discuss their personal stories and reinforce the business case for creating an inclusive workplace.

Good practice tips and information for managers

Inclusion: We strive to create a workplace that reflects a broad range of cultures, experiences and backgrounds. We recognize that a diverse workforce bolsters the quality of our products and analytical insight and strengthens our understanding of customers globally.

— Moody's Diversity & Inclusion

- Use **inclusive language** when talking to colleagues. For example, use gender-neutral pronouns (partner, spouse, etc.) to create an inclusive environment. The term 'partner' is an alternative that is inclusive and avoids inferred bias.
- Be mindful of **workplace dialogue** that may focus on personal relationships and family life. This may be uncomfortable to someone who is not out.
- Help make the workplace more inclusive by displaying **positive images and messages** supporting Moody's LGBTQ+ ERG. Email one of the LGBTQ+ Co-Chairs to request a rainbow ribbon to display on your workstation.
- Encourage your employees to join **Moody's LGBTQ+ ERG** and to participate in the many events held each year.
- When assigning members of your team to **international business travel**, be aware that homosexuality is illegal in 78 countries in the world. Should you require an LGBTQ+ employee to visit a country in which it is illegal to be gay, reach out to your HR Generalist to discuss how best to approach this matter.
- Remember that LGBTQ+ employees are entitled to Moody's **maternity, paternity and adoption leave**, in line with Moody's UK Employee Handbook.
- Remain vigilant if you hear any homophobic language in the workplace and ensure a **zero tolerance approach** is taken in line with Moody's Code of Business Conduct.
- As part of **recruitment and selection**, ensure that interview questions avoid any bias to **heterosexuality** and aim to be flexible and neutral to ensure respect for diversity.

Moody's Lesbian, Gay, Bisexual, Trans and Allies Employee Resource Group has published a handy 'Top Tips' guide for managers that gives them a basic overview of sexual orientation issues in the workplace. This guide is available on Moody's intranet and is accessible to all managers.

Diversity days, conferences and seminars

Organisations can encourage managers and offer them support to participate in diversity days, conferences and seminars that specifically relate to sexual orientation equality. Many employers hold internal events such as lunchtime awareness raising sessions for managers or a specific management stream during diversity days. This can be done in collaboration with the employee network group or by bringing in external experts to speak at internal events. If the organisation has a formal lesbian, gay and bisexual allies programme, this should be promoted to managers as part of their personal development.

In addition to internal events, there are conferences, such as the Stonewall Workplace Conference that managers can attend to develop their skills. These forums can help facilitate the exchange of cutting-edge practice on managing diverse staff groups and help managers stay ahead of the trend on sexual orientation equality initiatives.



Just as managers are enabled by the organisation to harness the strength of diversity, they in turn need to engage their team members to work in a collaborative and respectful manner. An important part of a manager's role is to support and motivate all individuals in their team. There are a host of creative techniques that managers can use to create an environment where team members feel they can confidently contribute their unique perspectives.

Championing Inclusive Behaviours

There are simple and practical steps that managers across all levels can take to promote sexual orientation equality in the workplace.

Holding teams to account

Many organisations collect data on diversity training completion rates. This information should be monitored at team level and fed back to managers. Managers can then use this information to make sure everyone in their team completes training. Managers should also take specific measures to assess team members' contributions to diversity and inclusion in the workplace, for example by considering each individual's diversity achievements during performance appraisals. To maintain the momentum around sexual orientation equality initiatives, managers can make diversity and

inclusion a standing item during team meetings.

Communications

The best managers use a range of messages as a tool to involve all team members on sexual orientation equality initiatives. This includes:

- Encouraging all team members to participate in career development opportunities including promoting any sexual orientation specific leadership programmes
- Encouraging all team members to participate in the activities of the LGB network group or the allies programme
- Demonstrating support for sexual orientation equality using email signatures or using stickers or flags around the desk space
- Sending communications reminding team members to participate in organisational diversity events such as diversity days, seminars or conferences
- Encouraging all team members to participate in community events like Pride and reiterating the importance of straight staff supporting these events

Reporting back to teams

Most organisations have diversity and inclusion monitoring exercises such as staff engagement surveys that can be cross-referenced by protected characteristics, including sexual orientation. This data provides insights into the levels of satisfaction and engagement amongst lesbian, gay and bisexual staff as well as the effectiveness of sexual orientation equality initiatives. Managers should report the results of these surveys to teams and facilitate an open discussion with staff on the findings. The discussion can be used to obtain feedback from the team on the organisation's diversity and inclusion strategy and to devise recommendations going forward. This will help engage teams in the organisation's monitoring exercises and encourage higher completion rates. As with all monitoring exercises, care should be taken when reporting back to make sure that any discussion does not adversely single out a particular individual.

Allies and Role Models

Heterosexual managers play a crucial role in making their workplaces more inclusive by combatting the notion that sexual orientation equality is of relevance only for lesbian, gay and bisexual employees. A practical way for heterosexual managers to set an inclusive culture and tone within their team would be to sign-up to the lesbian, gay and bisexual allies programme.

“The most significant thing that I have learnt from our allies programme is the very act of volunteering to be a Senior Straight Ally has had a resonating impact on making the statement that you can be who you are at work, it helps set the cultural tone in a very positive way.

MARK SUMMERFIELD *Director of Human Resources & Inclusion, Crown Prosecution Service*

Allies in line management roles feel that using personal examples and stories can help colleagues understand issues facing lesbian, gay and bisexual people better and underscore why sexual orientation equality is important for everyone. Allies also act as role models in the use of inclusive language and actively curb the use of homophobic and biphobic 'banter' in the workplace.

The **Crown Prosecution Service** launched their lesbian, gay, bisexual and trans allies programme in February 2014 with the help of Stonewall, specifically targeted at senior managers in the organisation. This initiative has been led by the Chief Executive who has taken personal ownership of CPS's drive to support lesbian, gay, bisexual and trans staff and improve awareness and understanding across the organisation. Allies include senior leaders throughout the organisation and are actively engaged in promoting sexual orientation equality within their own units. These managers visibly signal their commitment using a signature block in all their emails identifying themselves to everyone as an ally of lesbian, gay, bisexual and trans staff.



Just as heterosexual managers play an important role, so too do lesbian, gay and bisexual people with management responsibilities. Staff in big and small workforces say they can imagine being successful when they see people like them succeeding. Lesbian, gay and bisexual role models can inspire individuals to channel their authentic selves to be more efficient, confident, creative and motivated. Leading employers recognise that they should be proactive in creating a workplace which enables role models to emerge.

“I work in an industry where it is expected that you are open, honest and transparent. Being who I am has given me a lot of respect from employees and clients and removed perceived ‘old-school’ barriers.... My team now see me as a brave role model and regularly ask for guidance and help in relation to LGB family and friends.

ALEX BROWN *Regional Business Development Manager, Clydesdale Bank*

The **Care Quality Commission** ran an in-house LGBT Role Models course with the help of Stonewall. By exploring concepts such as authenticity in the workplace and effective leadership, the programme helped create an environment where lesbian, gay and bisexual staff could act as positive role models to their colleagues. A number of staff that attended the course are at management level sending a clear signal that sexual orientation is not a barrier to career progression in the organisation.

Senior Champions

Many organisations have senior members of staff who champion sexual orientation equality initiatives irrespective of their own sexual orientation. These champions take strong personal stands on the need for change, role model the behaviours required for change, and help accelerate the pace of change. Such champions can help inspire confidence and support amongst managers across all levels in an organisation.

“The demonstration of support for LGBT members of staff by their senior colleagues shows the promotion of fairness, equality and respect. This is something everyone can, and should, be doing. By adopting a collaborative approach, and making inclusivity an issue for everyone, tackling prejudices becomes part of our everyday work.

PETER LEWIS *Chief Executive, Crown Prosecution Service*

Senior champions can help encourage management at more junior levels in a number of ways. This includes communicating a strong leadership message on the organisation’s commitment to sexual orientation equality through articles and speeches; engaging the board or other senior colleagues on matters relating to diversity and inclusion or acting as a sponsor to the employee network group.

At **North Wales Police**, support for sexual orientation equality comes from the very top. The Chief Constable, Mark Polin, has been an active and visible advocate for equality for lesbian, gay and bisexual people both internally within the organisation, as well as externally in the community he serves. Aside from regularly communicating to all staff the importance of fostering an inclusive workplace and regularly attending network group events, Mark Polin has used his position in the community to raise awareness on sexual orientation equality issues by participating and speaking at North Wales Pride and celebrating the organisation’s success in Stonewall’s *Workplace Equality Index* in local media.

Many organisations link up senior lesbian, gay and bisexual managers with more junior staff through mentoring programmes. Such programmes can help in both the personal as well as the professional development of junior lesbian, gay and bisexual managers.

Members of **EY’s** network group for lesbian, gay, bisexual, trans staff and their allies, Unity, participate in a firm-wide buddy / mentoring scheme. Some Unity members are included within an Accelerated Leadership Programme (ALP) and are also mentored by senior staff and partners, which include other members of Unity. The ALP recognises high-performing and high-potential managers throughout EY and provides them with additional experience, training and interaction with leadership to further strengthen these individuals.

3 CHAPTER

There are a number of measures employers can use with managers to check progress against the organisation's diversity and inclusion strategy by monitoring and evaluating their work around sexual orientation equality. This ensures that the strategies used to engage managers and their teams are effective and that changes are embedded in the workplace.

Monitoring

Where employers collect sexual orientation disclosure rates, grievance reporting rates, staff satisfaction levels and completion rates of diversity training, this should be analysed at team level. Where issues are identified, this should be communicated to managers to enable them to take relevant actions. For senior managers, this can include aggregate departmental or divisional data that can help them identify problem areas within the organisation. It's important that any information fed back to individual managers is done responsibly and doesn't compromise the confidentiality of feedback exercises.

The **Co-operative Group** conducts an annual staff engagement survey, Talkback. The survey measures several aspects of job satisfaction and career development and the results are broken down by each protected characteristic, including sexual orientation. Every manager in the organisation with a team of a sufficient size is presented with the results for their team. Completion rates and results of Talkback are reported to senior management, including the Chief Executive and business areas with poor completion rates are highlighted. Members of the executive team receive individual presentations of the results with diversity and inclusion constituting a significant component.

Baker & McKenzie sends out a staff engagement survey every two years. The results of the monitoring exercise are analysed by sexual orientation and shared with managers at different levels in the organisation. Diversity monitoring information that includes sexual orientation is included in an HR report that is discussed during monthly Management Committee meetings. Statistics relevant to each department are also made available to departmental heads – for instance, the Head of Secretarial Services is kept abreast of diversity statistics in relation to the Personal Assistants across the business. In addition, the Chair of the Inclusion Committee emails all of the partners each year about the organisation's diversity statistics, pulling out key findings.

Performance Appraisals

As part of the performance appraisals for managers, employers can set measurable outcomes that managers can be assessed against at regular intervals. Line managers should be encouraged to evidence their specific diversity achievements and set tangible goals for going forward. This can include training completion targets for their team, volunteering as a mentor, involvement as an ally and participation in network group activities or events.

The performance of all line managers is assessed using the **Crown Office Procurator Fiscal Service (COPFS) Competency Framework**. Diversity and Inclusion forms a major part of this framework and line managers have to evidence and discuss with their reporting officer what they have achieved during their performance appraisals. It is the duty of every line manager to ensure that their team members adhere to the core values of professionalism and respect and that they complete diversity training within the allocated time.

At **Liverpool John Moores University**, all managers have built into their assessment frameworks key performance indicators on sexual orientation. Managers are assessed by how many of their staff log grievances and complaints relating to sexual orientation as well as sexual orientation declaration rates and completion rates of diversity training. Furthermore, they are expected to promote and encourage straight employees to support the activities of the network group for lesbian, gay and bisexual staff as well as be champions of sexual orientation equality. Managers must provide evidence of their progress in these areas during performance reviews.

Appointing Managers

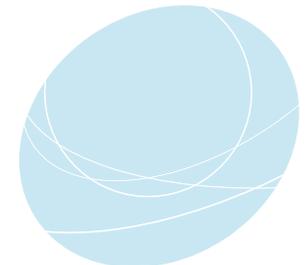
When recruiting for management roles both internally and externally, organisations should consider diversity and inclusion knowledge and achievements as part of the person specification. Candidates can be scrutinised on how they have harnessed the strength of diverse thought, how they would tailor their services to particular groups of clients or service users, how they have dealt with cases of discrimination and how they have demonstrated the value of diversity in previous roles. This scrutiny can help make sure that those in management roles are up to the challenge of managing diverse teams. If you use an external recruitment agency, you should make sure that they uphold the same degree of scrutiny.

All applicants for managerial positions at **Barnardo's** have to demonstrate an example of their diversity and inclusion achievements which is used for shortlisting applicants for the interview stage. During the interview stage, applicants are asked at least one question about equality and diversity to elicit their view on the impact equality considerations will have on their job role. For example, applicants may be asked 'Many of our service users identify as gay. Give an example of supporting a young person around sexuality and how their needs may be different?' Interviewers are given sample responses to gauge the calibre of the candidate.

In order to be promoted into a management role, **South Wales Police** staff have to undergo a selection process which involves an application and an interview stage. Applicants have to evidence and demonstrate an equality and diversity competency by explaining how they have fulfilled this competency, or have the relevant knowledge, understanding and experience from previous roles. If the applicant is successful at application and progresses to the interview stage, it is custom and practice to expect at least one diversity question, but where advanced proficiency is required two would be expected. High performing candidates need to adequately describe how they fulfil the competency by giving examples and evidencing how they would react to certain scenarios

Lloyds Banking Group has developed a Personal Effectiveness Capabilities framework that defines the knowledge, skills and behaviours required of managerial candidates in order to be effective in their role and meet the needs of business. Recruiters are provided with a document that is designed to assist them in using the Personal Effectiveness Capabilities framework to interview candidates and make effective selection decisions. This specifically contains a bank of questions that can help assess the candidates' diversity and inclusion knowledge and achievements.

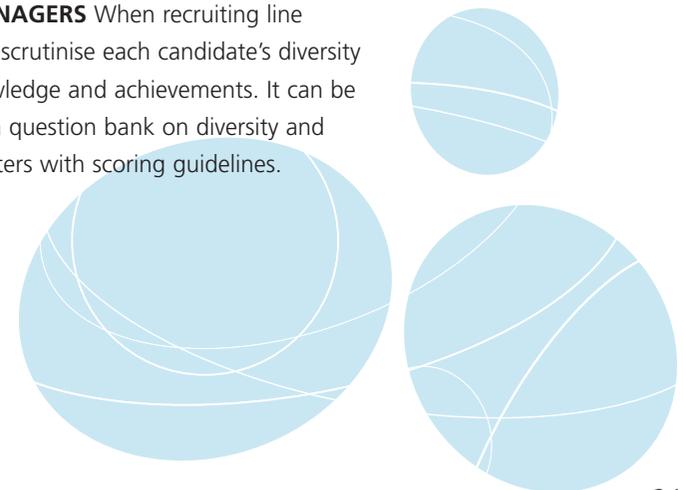
- *Tell me about a time when you worked with a group of people whose backgrounds, experience and ideas were very different from your own?*
 - *In what ways were they different to you?*
 - *How did you ensure that you worked effectively with everyone?*
- *What do you do to demonstrate that you value diversity within your team?*
 - *In what ways have you been able to maximise the value of diversity within your team?*
 - *How do you vary your approach for different people within your team?*



TOP TIPS FOR MANAGING A DIVERSE WORKFORCE

- 1 TRAINING** Provide targeted training for people managers. This should cover sexual orientation in the context of organisational policy and legislation, the business benefits of diversity, challenging discrimination, recruitment and promotion and unconscious bias.
- 2 RESOURCES** Provide managers with diversity guides and toolkits that include practical advice and outline simple solutions for a range of sensitive management issues. Where possible, use interactive and self-directed learning tools such as e-learning hubs.
- 3 ONGOING SUPPORT AND ENGAGEMENT** Reverse mentoring, employee network groups and sexual orientation conferences and seminars form a valuable source of ongoing support and engagement for managing diverse talent. Advertise this support and make it easy for managers to access them.
- 4 HOLD TEAMS TO ACCOUNT** Managers should check completion rates of diversity training and diversity monitoring data and celebrate team members' diversity achievements, such as outstanding contributions to the employee network groups during team meetings.
- 5 POSITIVE MESSAGING** Managers should keep the team informed of network group events, community events and the results of staff monitoring exercises. By facilitating open discussions on the organisation's diversity and inclusion strategy, managers can develop recommendations going forward.

- 6 ROLE MODELS AND ALLIES** Create an environment where lesbian, gay and bisexual managers feel comfortable to act as role models. Encourage heterosexual managers to sign-up to an allies programme and champion the use of inclusive language.
- 7 SENIOR CHAMPIONS** Encourage senior staff members to champion sexual orientation equality initiatives. They can help implement initiatives faster, mentor junior colleagues and act as sponsors to the employee network group. This will help reinforce the diversity and inclusion agenda from the very top of an organisation.
- 8 MONITORING** Monitor key diversity and inclusion indicators that relate to sexual orientation and feed team-level results back to managers. This includes the number of grievances, completion rates of diversity training and disclosure rates of sexual orientation in monitoring exercises.
- 9 PERFORMANCE REVIEWS** Scrutinise managers' performance on key diversity and inclusion targets during the performance review process. Where possible incorporate 360 degree reviews by collecting feedback from team members.
- 10 APPOINTING MANAGERS** When recruiting line managers, actively scrutinise each candidate's diversity and inclusion knowledge and achievements. It can be useful to develop a question bank on diversity and inclusion for recruiters with scoring guidelines.



Stonewall Diversity Champions programme

Stonewall's Diversity Champions programme is Britain's good practice forum through which major employers work with Stonewall and each other on sexual orientation issues to promote diversity in the workplace. www.stonewall.org.uk/dcs

Workplace Equality Index

The Workplace Equality Index is Stonewall's comprehensive annual benchmarking exercise that showcases Britain's top employers for lesbian, gay and bisexual staff.

www.stonewall.org.uk/wei

The Stonewall Leadership Programme

The Stonewall Leadership Programme provides a unique space to look at questions around sexual orientation and authenticity and how these can be used to develop an individual's leadership abilities. www.stonewall.org.uk/leadership

The Stonewall Role Model Programme

Stonewall's one day Role Model Programme is designed for lesbian, gay and bisexual staff to help gain an understanding of how they can be effective role models in their workplaces.

www.stonewall.org.uk/rolemodelprogramme

The Stonewall Allies Programme

Stonewall's one day Allies Programme is designed for allies of LGBT staff to help gain an understanding of how they can be effective and inclusive role models and allies in their workplaces. www.stonewall.org.uk/allies

The Stonewall Global Diversity Champions programme

Stonewall's Global Diversity Champions programme is Stonewall's best practice employers' forum for global organisations. Organisations work with us to support their staff around the world. www.stonewall.org.uk/globaldc

Stonewall Workplace Guides are free to download from
www.stonewall.org.uk/workplace

Also in this series of Workplace guides:

Bullying	Procurement
Career Development	Global Working
Religion and Sexual Orientation	Using Monitoring Data
Bisexual people in the workplace	Maintaining Network Group Momentum
Marketing	Training
Straight Allies	

Thank you to all those who participated in this guide

LINE MANAGERS