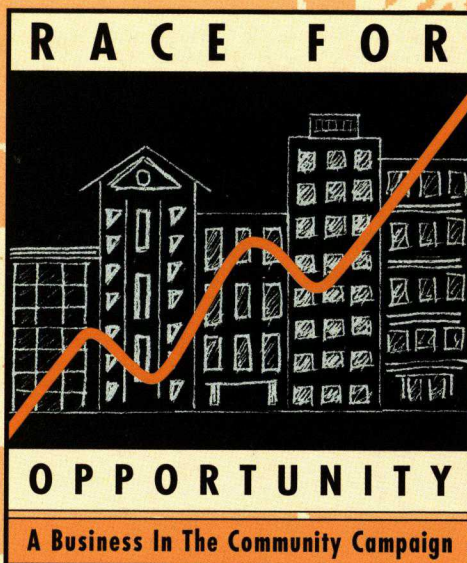
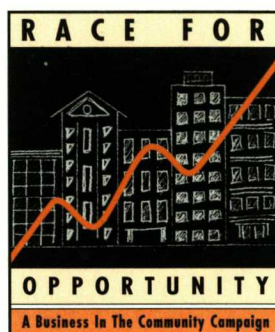


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GUIDELINES FOR BUSINESS



INTRODUCTION

In today's global economy, businesses which reach out to ethnic minority communities whether as employees, business partners, customers or neighbours, stand to reap substantial rewards.

Britain's ethnic minority communities represent:

- a growing marketplace
- a high quality workforce
- a driving force in small business development

So it makes business sense to invest in the community and the community will invest in you.

Race for Opportunity is a national campaign to encourage businesses to invest in the diversity of Britain's ethnic minority communities.

Race for Opportunity aims to create national and local partnerships in employment, marketing, purchasing and community involvement that bring mutual benefits for businesses and ethnic minority communities.

The Race for Opportunity Guidelines for Business are designed to be a useful and practical aid to help your organisation benefit from diversity. They have been developed in conjunction with the Commission for Racial Equality Standard 'Racial Equality Means Business'. The guidelines have been customised to cover Race for Opportunity's four areas of focus: employment; purchasing; marketing and community involvement.

Together we hope to create business partnerships which are more successful, more competitive and more profitable because they embrace the diversity of Britain's ethnic minority communities.

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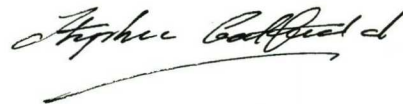
Garry Griffiths, Director,
Development & Training, BT



Herman Ouseley, Chairman,
Commission for Racial Equality



John Elbourne, Deputy Group Chief Executive,
TSB Bank plc



Steve Gatfield, Chief Executive,
Leo Burnett Ltd



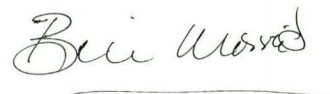
Robert Ayling, Group Managing Director,
British Airways plc



Mike Geoghegan, General Manager
& Head of International, Midland Bank plc



Norman Blacker, Executive Director,
British Gas plc



Bill Morris, General Secretary,
T&G

Signed by the Race for Opportunity business leaders who have developed the campaign
with Business In The Community.

RACE FOR OPPORTUNITY

TERMS OF COMMITMENT

Organisations that join Race for Opportunity commit at the highest level to undertake the following actions over the next two years:

R **VIEW** current diversity policies and practices using the CRE Standard 'Racial Equality Means Business'

A **GREE** an organisation-wide policy on diversity, with endorsement at the highest level linked to the organisation's business objectives, and communicate the policy throughout the organisation

C **OMMIT** the organisation to an action plan that covers Race for Opportunity's four areas of focus:

- Employment
- Purchasing
- Marketing
- Community involvement

This strategic approach will set out:

- who has overall responsibility;
- clarify the content of action plans;
- how action plans will be implemented;
- how the policy is going to be resourced;
- the respective roles of the centre and each Division/Unit;
- the overall timescale for reviews;
- how the effectiveness of the policy will be measured.

E **VALUATE** progress and report annually on achievements

Ahmed Iqbal Ullah
Race Relations Resource Centre

1. DEVELOPING A STRATEGY

Organisations can use the following cyclical model to develop a strategy of diversity for their whole organisation, as well as specific business units:

- Audit existing policies and practices against the CRE Standards.
- Carry out detailed diagnostic activities against the five headings:
 - a) progress against strategy
 - b) employee profiles
 - c) internal perceptions
 - d) external perceptions
 - e) business benefits

Please note: detailed explanation in section 3

- Identify key areas for improvement.
- Carry out training for senior management in order to:
 - share the results of your audit
 - build internal commitment
 - establish links with overall business objectives
- Set specific goals for achieving diversity, ensuring these are linked to other related business strategies (e.g. quality improvement, Investors in People etc.)
- Develop short, medium and long-term action programmes against each goal and agree timescales, reporting procedures and accountabilities.
- Communicate your strategy throughout your organisation.
- Review your progress against your goals and action plans, taking into account your experiences and feedback from staff and customers.

2. FOCUSING ACTION

Race for Opportunity encourages organisations to focus their action in one or more of the following four areas:

- a) employment
- b) marketing
- c) purchasing
- d) community involvement

The campaign encourages organisations to develop short (i.e. next 12 months), medium-term (next 24 months) and long-term (beyond that) plans.

a) EMPLOYMENT

To build commitment and understanding across the organisation:

- Formulate a diversity policy, and devise a strategy for taking it forward.
- Communicate the policy and strategy to all staff.
- Train managers to help them develop and implement action plans.
- Provide awareness training on the law and other external developments.
- Give new staff information about the overall policy, networks, support groups, the law and incorporate equality and diversity into induction training.
- Draw out the implications of the policy in staff handbook, staff literature and other relevant communications.
- Develop a monitoring programme and publicise the results.
- Develop a comprehensive anti-harassment policy and ensure the grievance and disciplinary procedures reflect equality and diversity issues.
- Develop policies that embrace diversity issues, for example religious and cultural needs.
- Publicise the results of the policy and give recognition to achievements by units or teams in internal newsletters and reports.

To support fair and equitable recruitment, redeployment and promotion processes:

- Analyse selection procedures stage by stage to identify possible or actual barriers to equal access.
- Encourage applicants from particular groups in areas where they are under-represented, for example through outreach to community groups, networks, positive action adverts.
- Make use of ethnic minority media.
- Review the format of the application forms, including questions on ethnic origin.
- Ensure clear and relevant criteria for job selection and provide guidance on qualifications, including those gained outside the UK.
- Review person specifications and applicant profiles regularly.
- Ensure all selection tests are checked for cultural bias and based on criteria drawn from careful job analysis.
- Ensure all candidates are well prepared for taking tests by providing adequate guidance and practice materials, practice sessions and training.
- Provide guidance and training for all those involved in shortlisting, testing and interviewing.
- Provide guidance for reception staff.
- Carry out regular recruitment, promotion and exit audits.
- Advise employment agencies and other bodies (e.g. careers offices and schools) of the organisation's policy and requirements.
- Communicate the organisation's commitment to equality and diversity in recruitment and careers literature.

To encourage staff development:

- Include in line management assessments actions taken to recruit, develop and retain a wide diversity of staff.
- Introduce and support mentoring, shadowing, self-help networks, secondments and career counselling.
- Establish clear and relevant criteria for selection for training and development programmes.

- Establish training courses that reflect the needs of a diverse workforce.
- Review and update the appraisal policy to ensure it takes into account equality and diversity issues.
- Review the relocation policies, taking into account the needs of a diverse workforce, and take appropriate action with estate agents and other agencies.

b) MARKETING

- Communicate the organisation's policy to clients/customers.
- Review advertisements and all publicity material to ensure that they reflect the organisation's commitment to diversity both in context and illustration.
- Produce information in other languages, wherever appropriate.
- Acknowledge the diversity of language and culture when targeting customers and clients.
- Invite customers and clients feedback to establish how they benefit from the goods and services provided.
- Take measures to remove any barriers to productivity and effective delivery.
- Carry out regular service delivery audits.

c) PURCHASING


- Communicate the organisation's diversity policy to suppliers and contractors.
- Encourage suppliers and contractors, where permissible, to develop equality programmes.
- Help local businesses, including ethnic minority led suppliers, in developing networks, building or gaining wider experience/expertise.
- Take steps to encourage tenders from as diverse a field as possible, including ethnic minority-led suppliers.

d) COMMUNITY INVOLVEMENT

- Make diversity a corporate issue and make a public commitment at the highest level, to the business case for improving the quality of life in diverse communities, and include this in your corporate plans.
- Take into account any particular needs of ethnic minority employees in secondment, volunteers, or other out-placement activities.

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Race Relations Resource Centre

- Encourage employees' involvement in the wider community and recognise diversity in the strategy.
- Reflect the organisation's commitment to diversity and its associated objectives and progress (internal and external) in the annual report.
- Ensure that public relations and media strategies reflect the organisation's commitment to diversity.
- Raise diversity issues where the organisation has influence e.g. TECs, Lead Bodies, the Health and Safety Executive.
- Promote and communicate the organisation's involvement in community initiatives, sponsorship, funding.
- Develop strategies to further racial equality at careers offices, schools, colleges.
- Reflect diversity by providing training and work experience for young people or sponsoring scholarships and bursaries.
- Join an employer's equal opportunities network or similar group.
- Establish links with ethnic minority groups – for example, providing speakers, exhibitors and advisory board members.
- Offer senior representatives to act as 'ambassadors' for diversity at external events e.g. industry conferences, specialist interviews, shareholders meetings.
- Offer experience in developing a diversity programme as a benchmarking resource to other organisations.
- Evaluate the impact of relocation and redundancy plans on ethnic minority groups and make arrangements with other agencies to minimise any adverse effects.
- Support projects to reduce racial harassment in local areas, improve transport facilities, provide housing etc.
- Support local economic regeneration partnerships, including those which focus on ethnic minority business development.
- Participate as a partner in urban renewal projects and work in partnership with local and central government and the European Union on issues and projects relevant to multi-racial communities.



Each member commits to measuring progress and will submit annual reports to the campaign. Measurement will enable each organisation to review its results. In addition, Race for Opportunity will be able to help organisations to benchmark progress and will also be able to measure the overall impact of the campaign by gathering data from members in this common format.

The campaign will be measured in five ways:

- a) progress against strategy
- b) employee profiles
- c) internal perceptions
- d) external perceptions
- e) business benefits

a) PROGRESS AGAINST STRATEGY

Measurement tools in this area include:

- Annual reports against action plans by each Division/Unit.

The CRE Standard, and its concept of levels is particularly relevant in assessing progress. The concentration needs to be on activity i.e. reviewing whether Divisions/Units have done what they were going to do. 'Outcomes' or progress against goals should be incorporated into the other four elements of the model.

b) EMPLOYEE PROFILES

Measurement tools in this area include:

- Application rates which should reflect the proportion of those from the various communities who could apply.
- Success rates across the selection process.
- Representation on 'fast track' lists of employees.

- Representation among leavers (analysed by reason for leaving) i.e. an exit audit.
- Representation across grades in the organisation analysed by department or location.

In addition, organisations should look at:

- Review of career progression among peer groups.
- Appraisal and performance grades.
- Merit pay and other bonuses/allowances.
- Representation across temporary/non-core employees.
- Access to training opportunities.

c) INTERNAL PERCEPTIONS

Measurement tools in this area include:

- Specific equal opportunities survey.
- Equal opportunities/diversity questions in general attitude surveys.
- Focus group discussions with employees.
- Analysis of staff satisfaction results.
- Number and nature of Industrial Tribunal cases.
- Use of anti-harassment and grievance procedures.
- Exit interviews.

d) EXTERNAL PERCEPTIONS

Measurement tools in this area include:

- Diversity questions in customers surveys.
- Specific survey of ethnic minority customers.
- Number and nature of Industrial Tribunal cases.
- Feedback from job applicants.
- Positive/negative media coverage.
- Unsolicited feedback from public/customers.
- Representation of ethnic minority business as suppliers.

e) BUSINESS BENEFITS

Organisations can measure the business benefits of managing diversity by the:

- Reduction in unwarranted employee turnover and associated recruitment and training costs.
- Improved productivity from flexible workers.
- Improved penetration of 'diverse' markets.
- New products/services developed because of improved awareness of diversity.
- Reduction in any costs associated with tribunal cases – both awards and management time.
- Contracts won/not lost specifically associated with equal opportunities.

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BUSINESS in the COMMUNITY

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