

Post course – Improving Equality, Diversity and Inclusion

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Contents

Section	Page number
1 Diversity and Inclusion Resources.....	2
2 So Did it Work? Evaluating Improvements in Diversity Practice	5

1 Diversity and Inclusion Resources

There are lots of films, documentaries, books and so on. This is a personal list – resources that have moved me or helped me to understand.

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Equality/Diversity in Organisations

Department for Business, Innovation & Skills – BIS Occasional Paper No. 4 – The Business Case For Equality And Diversity, 2013

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/49638/the_business_case_for_equality_and_diversity.pdf

The Inclusion Imperative. Stephen Frost, Kogan Page, 2014

The Value of Difference – Eliminating bias in organisations. Binna Kandola, Oxford: Pearn Kandola, 2009

Matthew Syed – Rebel Ideas: The Power of Diverse Thinking.

Why facts don't convince people and what you can do about it

<https://www.youtube.com/watch?v=S74C-XF9kYY>

Better Allies® Everyday actions to create inclusive, engaging workplaces

<https://betterallies.com/> A website with loads of suggestions about what allies can do, including a weekly email with 5 suggestions.

Equality Related Ted Talks

a. Danger of a Single Story – Chimamanda Adichie –

https://www.ted.com/talks/chimamanda_adichie_the_danger_of_a_single_story?language=en

b. Yassmin Abdel Magied – What does my headscarf mean to you? – Unconscious Bias:

https://www.ted.com/talks/yassmin_abdel_magied_what_does_my_headscarf_mean_to_you?language=en

c. Kimberle Crenshaw – Intersectionality: <https://www.youtube.com/watch?v=akOe5-UsQ2o>

d. Ash Beckham – When to take a stand and when to let it go

https://www.ted.com/talks/ash_beacham_when_to_take_a_stand_and_when_to_let_it_go?language=en

Descriptions of the beliefs and customs of different religions

<http://www.bbc.co.uk/religion/religions/>

LGBTQ+

Terminology: <https://www.stonewall.org.uk/help-advice/faqs-and-glossary/glossary-terms>
<http://itspronouncedmetrosexual.com/>. Lots of stuff on this site about, amongst other things:

The Genderbread Person – interesting model around gender, gender identity and sexual orientation, getting away from binary definitions

<http://itspronouncedmetrosexual.com/2015/03/the-genderbread-person-v3/>

– Lists of privileges that being male/heterosexual etc brings, eg:

<http://itspronouncedmetrosexual.com/2012/10/list-of-upperclass-privilege/>

Transgender

Stonewall has some good resources on employing transgender people: Go to

<http://www.stonewall.org.uk/our-work/workplace-resources>

Disability

<https://businessdisabilityforum.org.uk/disability-essentials/>

<https://www.housing.org.uk/news-and-blogs/blogs/gemma-waddington/raising-awareness-of-disability-in-the-workplace/>

The Hidden Story Of Disabled Britain

<https://www.youtube.com/watch?v=39QRBowHOQ8>

I'm not your inspiration, thank you very much | Stella Young

<https://www.youtube.com/watch?v=8K9Gg164Bsw>

There are lots of list of dos and don'ts for 'Disability Etiquette'. Here is one:

<https://www.vantagemobility.com/blog/disability-etiquette-dos-and-donts>

Consumers with disabilities 'overlooked' and 'disempowered'

<https://www.fairplaytalks.com/2022/07/07/bdf-consumers-with-disabilities-overlooked-disempowered/>

Race

UK Government Race Disparity Audit -

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/686071/Revised_RDA_report_March_2018.pdf

What does the term White Privilege actually mean?

<https://www.scotsman.com/news/world/what-white-privilege-origins-and-meaning-term-used-amid-black-lives-matter-debate-and-why-its-misunderstood-2884982>

"Black is the New Black" is well known black people speaking out about their experiences of being black in the UK. Both informative and moving.

https://www.youtube.com/results?search_query=black+is+the+new+black&page=&utm_source=opensearch

Deconstructing White Privilege with Dr. Robin Di Angelo -

<https://www.youtube.com/watch?v=Dwlx3KQer54>

Being an ally: Cracking the Codes: Joy DeGruy "A Trip to the Grocery Store"

<https://www.youtube.com/watch?v=Wf9QBnPK6Yg&feature=youtu.be>

What is White Privilege? - Jon Amaechi - <https://www.bbc.co.uk/bitesize/articles/zrvkbbqt>

Should you teach your children about racism? Of course - here's how -

<https://www.theguardian.com/lifeandstyle/2022/jun/25/ibram-x-kendi-how-to-teach-children-about-racism>

Books

White Fragility - Robin di Angelo

Brit (ish) - Afua Hirsch

Natives - Akala

How to argue with a racist - Adam Rutherford

Why I'm No Longer Talking to White People About Race by Reni Eddo-Lodge

Windrush: Irresistible Rise of Multi-Racial Britain by Mike and Trevor Phillips

Black and British: A Forgotten History by David Olusoga

The Good Immigrant by Nikesh Shukla

Americanah by Chimamanda Adichie

Why we kneel, how we rise - Michael Holding

The Promises of Giants: How YOU can fill the leadership void - Jon Amaechi

Films

Crash (2004) Directed by Paul Haggis. (the one featuring Don Cheadle, Thandie Newton, and Matt Dillon - There are two films called 'Crash' - make sure it is this one!)

Wondrous Oblivion

Green Book (also about Class)

Loving

To Kill a Mockingbird

Hidden Figures

2 So Did it Work? Evaluating Improvements in Diversity Practice

In my work on equality, diversity and inclusion (EDI), the same question often comes up, though in slightly different ways: How do you know that changes you have brought about in Equality, Diversity and Inclusion (EDI) practice have worked? What impact has it had? Where there has been investment in EDI, what is your return on Investment (ROI)?

There are usually in my experience two main reasons for asking these questions:

- As an EDI practitioner you want to bring about change and you want to know what impact you have had, particularly on the people that your organisation is there for.
- Organisations want to know that initiatives they have put resource into have had an effect, that the money was well spent.
- It is sometimes those in organisations who doubt the value of EDI who bring up these questions – and if so it's important to have some responses at hand!

I think that at this point I should come clean – I'm a reluctant evaluator. My main reason for this is that I think many of the improvements that EDI can bring about cannot be quantified. I am wary of things that are easily measured becoming more important just because they can be measured more easily.

So, for example, someone challenges something that someone else has said or done, that they think is inappropriate; hopefully they do it in a constructive way (rather than telling them off) and they have a conversation about it. What has changed? Perhaps nothing, perhaps the beginning of a change in the person being challenged, perhaps something more radical. How do you evaluate this change? Firstly, it's difficult to quantify the change, and secondly it's the beginning of a process whose effect may only become apparent over a long time, and influenced by other events as well.

Or an organisation puts in place a policy about including more diverse images and appropriate wording on its marketing material, to send the message that its services are there for everyone. You can measure that this has been done but not what its effect is, in terms of how many more people use the organisation's services because of that image. But putting that aside, what sort of measures might you use to assess improvements? For a much more technical and comprehensive guide to this, please see the Equality Challenge Unit's briefing: <https://www.ecu.ac.uk/publications/monitoring-evaluating-impact/>

Here are some examples of indicators, both internal and external:

1. How much diversity is there in your workforce, and how much diversity at different levels, particularly at senior levels?
2. How diverse are your customers?
3. Customer satisfaction – does this differ for different Protected Characteristic (and other – eg: socioeconomic status) groups? Are underprivileged groups less satisfied? Are there more complaints from particular groups?
4. Gender, ethnicity, disability (and other) pay gaps
5. What applications do you get from different groups? Are certain groups more likely to be successful in their application?
6. Results of Staff surveys and whether there are different levels of satisfaction or (for example) more experiences of harassment for certain groups.
- 7.

It's not always easy to collect this data (and cross reference it against different protected characteristic groups), nor to interpret it, but it is important if we are to try to answer these questions.

Such measures are long term, however. Organisational change will almost certainly take a couple of years and often longer, and there isn't necessarily a causal relationship over that time period; and given the complexity of different things going on in organisations, it's difficult to be sure that there is a causal link between initiatives you have taken and improvements in the indicators above.

So where does that leave us in answering questions about return on investment and how successful our work on diversity has been? I would cautiously suggest that we might use a mixture of the following strategies in taking this forward:

1. Collecting as much of this data as possible.
2. Making the case that I have made above for not relying on KPIs to assess progress and explaining why.
3. Collecting qualitative data. This is something that I think is too often ignored. By this I mean essentially people talking about what their experiences have been, both as employees and customers. The power of this can often be underestimated and these stories can be persuasive and powerful. How much people are included is largely a question of how people feel, and can only be captured in this way.
4. Another route is to record the actions the organisation has taken or individuals within the organisation. This is what I do, for example, with Diversity Champions groups. The main disadvantage with this is that it shows what has been done, but doesn't necessarily show what the outcome is, since as I wrote above such outcomes are often difficult to assess.

So, for me these measures may give us some indication, but none are perfect: If we use the long-term measures above what do we measure in the short and medium term? If we only record actions, what has their impact been? And how do we evaluate the often imprecise but important results of conversations, challenges and other interventions?

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