Building a capable and diverse workforce

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• What the barriers are to women and ethnic minorities in teaching and career progression

• Why a workforce that reflects its pupils is essential for good teaching

• How diversity and competency are two sides of the same coin
**McKinsey 2018: Delivery through diversity**

Gender diversity on executive teams is strongly correlated with profitability and value creation.

Companies with the most variety of ethnically diverse executive are **33%** more likely to outperform their peers on profitability.

<table>
<thead>
<tr>
<th>Gender diversity of executive team by quartile¹</th>
<th>Economic-profit margin²</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top</td>
<td>Bottom</td>
</tr>
<tr>
<td>55</td>
<td>45</td>
</tr>
<tr>
<td>21%</td>
<td>27%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Ethnic minority diversity by quartile¹</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive team</td>
</tr>
<tr>
<td>Top</td>
</tr>
<tr>
<td>59</td>
</tr>
<tr>
<td>33%</td>
</tr>
</tbody>
</table>

³Results are statistically significant at p-value <0.05.
²Average earnings-before-interest-and-taxes (EBIT) margin.

Companies in the top quartile for gender diversity on their executive teams are **21%** more likely to experience above-average profitability.

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What about in education?

- Role models
- Cultural brokers
- Representative bureaucracies
- Reduce stereotyping effect
- Counter ideas of white normativity
- Heightened awareness of impact on minorities
- Can help students bridge home and school cultural expectations

Minority students often perform better on standardized tests, have improved attendance, and are suspended less frequently (which may suggest either different degrees of behavior or different treatment, or both) when they have at least one same-race teacher.

Brookings Institution, USA
“Best for the job”
“Best on the day”
“We need a man to sort this out”
“I know their last school”
“got a good feeling”
“Best fit”
Diversity is not the poster on the wall

We welcome:
All races
All religions
All countries of origin
All sexual orientations
All genders
All ethnicities
All abilities

We stand with you.

but the **lived experience** in the workplace
Everybody’s responsibility

To break the *mirror-tocracy* you **need** sanction from *white / male / middle class*

*Aly is a VERB*

Once included we need to evidence the **benefits of diversity** at the table.

Once the benefits of diversity are seen we need to **support others in achieving**

Once others are included a community has a **different perception** of the profession.
Stages to building diversity

- **Uninitiated**: No frameworks, No staff
- **Initiated**: Frameworks in place, a few staff
- **Experimenting**: A few BAME staff at all levels
- **Engaged**: BAME staff represented at all levels
Target advertising

Where do you advertise for students?
Where do you advertise for staff?

What does your ad say?
What does your website show?
We are building a graduate sector of TAs
They can be engaged
They learn teaching basics on the job
They are salaried
There are routes to develop into teachers on the job

4% of White and 8% of non-white unemployed  \( DWP \text{ Sept 2018} \)
14% male – (2% inactive, 12% unemployed)  \( ONS \)
21% female unemployment – (11% inactive, 10% unemployed)  \( ONS \)
Review training experience by characteristics

Figure 10: QTS award status of final year postgraduate trainees, by characteristics for the 2016 to 2017 academic year.
Address bias

You would *never* have a recruitment panel without any Safer Recruitment

You should never have a panel without bias understanding
You should never have a panel without high diversity in characteristics

*Make mandatory for Governors and all Senior Staff*
Understand that representation matters

*Two-year fixed-term post from April 2018
One group is not “diversity”

Equality and diversity within DfE

We aim to set an example as an equal opportunities employer. A diverse and representative workforce enables us to deliver our business objectives.

Workforce breakdown: DfE equality workforce data, December 2012 to December 2016

<table>
<thead>
<tr>
<th></th>
<th>Dec 2012</th>
<th>Dec 2013</th>
<th>Dec 2014</th>
<th>Dec 2015</th>
<th>Dec 2016</th>
<th>Actual change (percentage points)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Whole workforce</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Black and minority ethnic</td>
<td>16.5%</td>
<td>16.9%</td>
<td>16.7%</td>
<td>17.2%</td>
<td>17.4%</td>
<td>+0.2</td>
</tr>
<tr>
<td>Women</td>
<td>59.5%</td>
<td>58.3%</td>
<td>57.6%</td>
<td>58.0%</td>
<td>59.0%</td>
<td>+1.0</td>
</tr>
<tr>
<td>Disabled</td>
<td>11.0%</td>
<td>12.0%</td>
<td>12.5%</td>
<td>9.4%</td>
<td>10.0%</td>
<td>+0.6</td>
</tr>
<tr>
<td>LGB</td>
<td>3.8%</td>
<td>4.0%</td>
<td>4.3%</td>
<td>4.4%</td>
<td>5.2%</td>
<td>+0.8</td>
</tr>
<tr>
<td>Senior civil servants</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Black and minority ethnic</td>
<td>4.3%</td>
<td>4.5%</td>
<td>5.4%</td>
<td>5.7%</td>
<td>3.3%</td>
<td>-2.4</td>
</tr>
<tr>
<td>Women</td>
<td>48.8%</td>
<td>44.9%</td>
<td>44.4%</td>
<td>48.0%</td>
<td>54.8%</td>
<td>+6.8</td>
</tr>
<tr>
<td>Women (top management posts)</td>
<td>44.8%</td>
<td>43.8%</td>
<td>40.5%</td>
<td>44.4%</td>
<td>50.0%</td>
<td>+5.6</td>
</tr>
<tr>
<td>Disabled</td>
<td>4.2%</td>
<td>5.4%</td>
<td>3.0%</td>
<td>1.7%</td>
<td>3.7%</td>
<td>+2.0</td>
</tr>
<tr>
<td>LGB</td>
<td>6.9%</td>
<td>7.6%</td>
<td>11.5%</td>
<td>9.1%</td>
<td>9.2%</td>
<td>+0.1</td>
</tr>
</tbody>
</table>
Strategic plan of many parts

- Every HR step considers perception by diverse audience
- Give recognition to qualification (no deficit model)
- We embrace diversity when
- Blind recruitment strategies throughout
- Panels have to detail explanations of rejections
- Panel works beyond their bias
Organise: Commit to involvement in diversity issues ...especially if you do not face them

Standardise: Commit to challenging poor intersectional diversity whenever seen

Normalise: Commit to regularly using diverse speakers in education events

Be an Ally

Challenge to change

Expertise is diverse
A network is as powerful as your use of it
Thank you

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