

# Recruiting and retaining top talent

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# GM Workforce Inclusion Programme



- ❖ Collaborative journey to transform workplace inclusion across fourteen organisations in the city-region
- ❖ Accelerates our inclusion agenda across Greater Manchester
- ❖ Enables us to collaborate and showcase united commitment to equity across all boroughs
- ❖ Encourages pathways into organisations and improves retention of valued diverse talent
- ❖ Drives forwards a diverse and engaged workforce representative of the communities we serve
- ❖ Supports our diverse GM population to thrive in work

# GM People Inclusion Standards



- A critical driver in our ambitions to recruit and retain top talent
- Provides opportunities for organisational-specific development and cont. improvement
- Our measure of inclusive practice
- Highlights collaboration opportunities and drives us forwards
- Unites our commitment to supporting our diverse communities and workforce

Nine clear, impactful principles that unite organisations under a shared vision for inclusive practice.

Our enabler of fast-paced, impactful, Greater Manchester change!

Inspire others and set the GM tone...

**This is what inclusive workplaces look like**

# GM People Inclusion Standards



- ✔ Co-design of GM People Inclusion Standards
- ✔ Engagement and re-engagement sessions – what do we need to focus on to recruit & retain?
- ✔ Material development, website(s) live, GM-wide launch
- ✔ Commitment to Standards across 14 organisations
- ✔ In-depth self-assessment exercise – completed by all 14 organisations
- ✔ Workshops to drive further discussion, check and challenge and prioritisation
- ✔ Best practice spotlighting and city-region thematic review
- ✔ Areas of importance for future collaboration identified – evidence-based approach to change
- ✔ Continuous embedding of Standards across GM organisations
- ✔ Celebratory best practice workshops for shared learning
- ⊖ Independent review in progress

# GM People Inclusion Standards



**GREATER  
MANCHESTER**  
DOING THINGS DIFFERENTLY

## People Inclusion Standards

**Celebrating diversity and championing inclusivity**

Greater Manchester are setting the standard for what inclusive workplaces look like.

1. Data informed
2. Equitable policies
3. Valued voice
4. Awareness and education
5. Fair recruitment
6. Development and progression for all
7. Embrace diversity
8. Retain, recognise and celebrate
9. Ask questions; be curious



**These guidelines have been co-designed and adopted by:**  
Bolton | Bury | Manchester | Oldham | Rochdale | Salford | Stockport | Tameside | Trafford  
Wigan | Greater Manchester Combined Authority | Greater Manchester Fire and Rescue Service  
Transport for Greater Manchester | Growth Company

# GM People Inclusion Standards



**GREATERT MANCHESTER**  
DOING THINGS DIFFERENTLY

## People Inclusion Standards

Celebrating diversity and championing inclusivity

These Standards are our overarching vision for workplace inclusion, which will propel us in the right direction and allow us to identify opportunities for improvement, while dismantling unhelpful systems.

The GM People Inclusion Standards will encourage us to work together, to challenge ourselves and others, and foster a diverse and engaged workforce that is representative of the communities we serve.

These Standards have been co-designed by the 10 Greater Manchester local authorities, Greater Manchester Combined Authority (GMCA), Greater Manchester Fire & Rescue Service (GMFRS), Transport for Greater Manchester (TfGM), and the Growth Company.



Our Standards are linked to the GM Race Equity Framework and supported by the Greater Manchester Good Employment Charter.

## INTRODUCTION

**As leading public sector organisations in a pioneering, progressive and vibrant city-region, we are setting the standard for what inclusive workplaces look like.**

We want to support our valued and diverse communities in Greater Manchester to thrive in work, yet we understand that we must develop as organisations, to create a workplace where all people feel they belong and are appreciated.

Collaboratively crafted between organisations and colleagues, the GM People Inclusion Standards showcase our united commitment across the city-region to drive forwards inclusivity and equity throughout everything we do!



## 1. Hold robust, accurate data

Continually monitor, update and utilise data to inform what actions we need to take to improve employee experience - ensuring transparency with data collection and value-added.

## 2. Create and promote equitable policies

Regularly review, co-design and update policies in line with legislation, best practice and organisational values.

## 3. Promote and value employee voice

Create a safe, accessible culture of openness, encourage the growth of staff networks and ensure true co-design and feedback runs throughout everything we do.



# GM People Inclusion Standards



## People Inclusion Standards

The GM People Inclusion Standards are our overarching vision for workplace inclusion. This document will support you to identify opportunities for improvement and development across your teams, and services, ensuring equity runs throughout everything we do.

**GREATER  
MANCHESTER**  
DOING THINGS DIFFERENTLY

	We...	How?	Why?
<b>1</b>	<b>Hold robust, accurate data</b>	<b>Continually monitor, update and utilise data</b> to inform what actions we need to take to improve employee experience - ensuring transparency with data collection and value-added.	<b>Data-led, evidence-based approaches</b> ensure impactful, meaningful improvements.
<b>2</b>	<b>Create and promote equitable policies</b>	<b>Regularly review, co-design and update policies</b> in line with legislation, best practice and organisational values.	<b>Fair, equitable policies and practices</b> challenge systematic discrimination.
<b>3</b>	<b>Promote and value employee voice</b>	<b>Create a safe, accessible culture of openness</b> , encourage the growth of staff networks and ensure true co-design and feedback runs throughout everything we do.	<b>Only by understanding our workforce needs and valuing all voices</b> , can we be a great place to work.
<b>4</b>	<b>Raise awareness and educate ourselves and others</b>	<b>Continually highlight opportunities for further development and personal growth</b> , valuing lived-experience and committing to EDI training opportunities.	<b>By personal growth, awareness and understanding</b> , we can challenge unhelpful systems, assumptions and perceptions
<b>5</b>	<b>Champion fair recruitment practices</b>	<b>Review and assess equity throughout recruitment</b> , ensuring all people feel able to apply, secure a role and thrive, with a commitment to community recruitment.	<b>Organisations need to be representative of their communities</b> , only then can we best serve.
<b>6</b>	<b>Provide development opportunities for all</b>	<b>Frequently evaluate and refresh our development programmes</b> , investing in inclusive leadership. Educate on unconscious bias and conscious inclusion, at all levels.	<b>To be inclusive we need to remove any of the barriers</b> to development and progression that people face.
<b>7</b>	<b>Support people to bring their whole selves to work</b>	<b>Truly champion diversity</b> and embed equity throughout everything we do. A zero-tolerance to discrimination or harassment, and a commitment to creating inclusive workspaces with wellbeing at the heart.	<b>Not only is it the right thing to do</b> , but through diversity of thought, we can achieve great things.
<b>8</b>	<b>Retain, recognise and celebrate our people</b>	<b>Create an inclusive, values-based culture</b> , where all people are championed, celebrated and feel they belong.	<b>Retaining our valued talent is key!</b> We want to celebrate every success as we continue to support our communities.
<b>9</b>	<b>Ask questions; be curious</b>	<b>Check in with those who stay with us</b> , and those who leave us, to understand what more we can do to make our workplaces truly inclusive.	<b>Only by understanding why people stay with us</b> , or why people leave us, can we continually monitor and develop what we do and how we do it!

Celebrating diversity and championing inclusivity

# Self-assessment phase



We want to make sure the GM People Inclusion Standards have impact!

Self-assessments were conducted by all organisations on all nine Standards.

Insight was gathered both high level and granular.

The self-assessment delved into each Standard, with questions and a scale rating per Standard (baseline starting point).

Reponses have been analysed, themed and mapped across the city-region, enabling us to understand opportunities for further collaborative development, improvement and prioritisation.

# Workshops

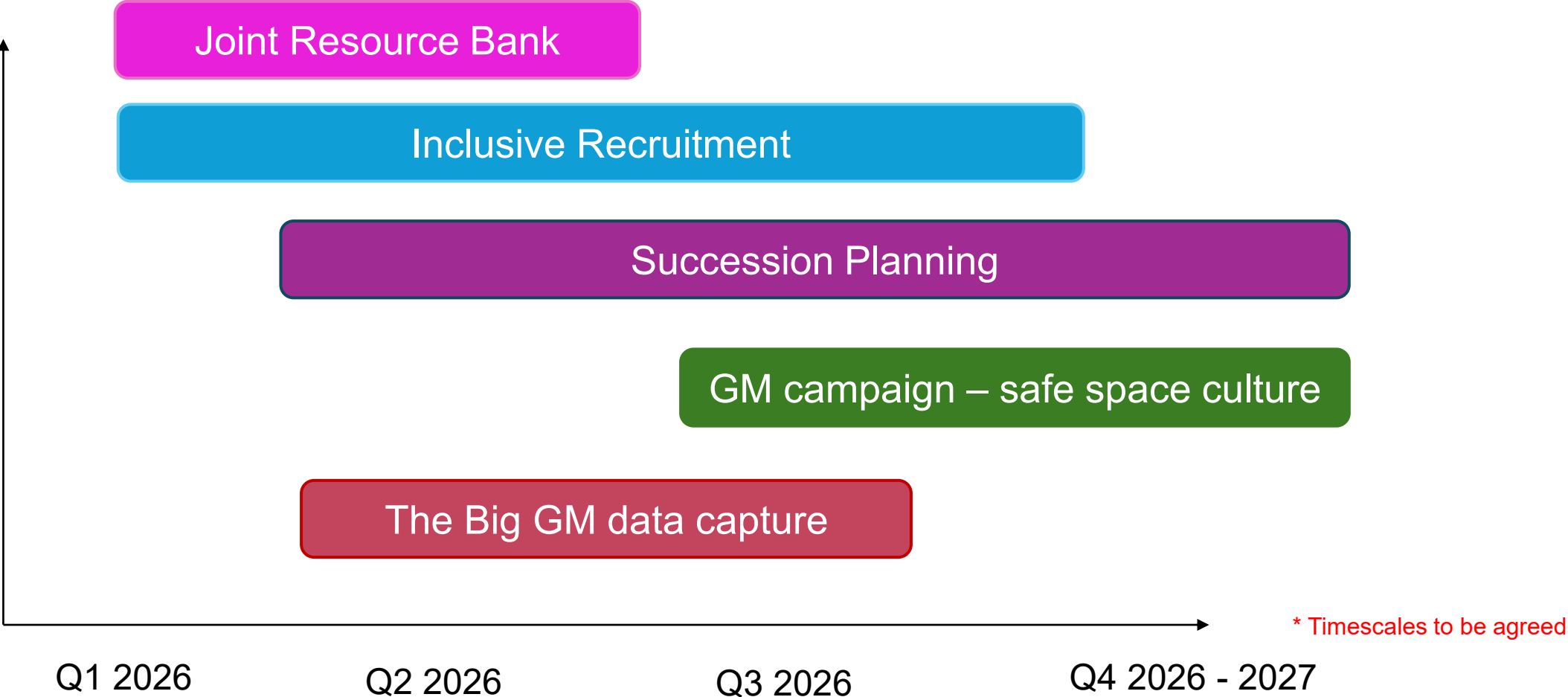


Workshops took place to collectively review the findings following self-assessment.

## **Together we:**

- Reviewed the findings
- Shared best practice
- Constructively undertook check and challenge
- Discussed where collaboration approaches may be beneficial
- Worked together to identify opportunities to drive forwards our inclusion journey

# Future GM Collaboration



# Measures of impact...



- Data-led approach to understanding impact via annual capture
- GM-wide independent review
- Improvements on organisational self-assessments
- Positive shift in representational diversity across city-region
- Improvement in retention rates and overall employee engagement across GM

**A city-region with workforce that reflects community!**

# Thank You!

