

Appendix 2
Inequality in Recruitment Outcomes 2018 by Roger Kline
Summary of action plan

This report and its recommendations will have a positive impact on all colleagues across the CQC, including Black and minority ethnic colleagues. The commitment to the recommendations and related actions, as set out below, will underpin an organisational focus on wider equality, diversity and inclusion throughout 2019 and beyond.

CQC accept all the report recommendations. In the spirit of the report, we have worked in partnership with the Race Equality Network to prioritise the right ones for immediate impact. These are highlighted in the summary below.

The People Directorate and Race Equality Network will track implementation and outcomes of these actions as part of CQC's diversity and inclusion strategy.

Leadership

Recommendation	Actions	Timeline
7.2.1 Acknowledge that there is a significant problem and that this is an issue the Board will lead on.	<ul style="list-style-type: none"> • Message from Chairman Peter Wyman to all colleagues in March 2018 that set out the commitment of the Board to the inclusion strategy. • Inclusion sessions at Board in 2018 with Charlotte Sweeney have involved Network Chairs for open and frank discussion of issues of inclusion and diversity. • Board sign-off of the recommendations will reinforce the commitment to lead on driving forward the cultural and procedural changes required at CQC. 	Mar 2018 May, Sep 2018 Dec 2018
7.2.2 Ensure there is a clear narrative agreed by the	<ul style="list-style-type: none"> • Inclusion sessions at Board have established a shared vision for inclusion at CQC. Board to sign-off on inclusion narrative which 	Dec 2018

<p>Board and effectively communicated to staff which staff at every level can have confidence in.</p>	<p>supports colleagues to implement the recommendations and build good practice around inclusion within the organisation</p>	
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Organisational Culture

Recommendation	Actions	Timelines
<p>7.2.7 Inclusion: challenge and support to managers and to staff to make difficult discussions constructive ones, including on race.</p>	<ul style="list-style-type: none"> • Create the space and environment for open and constructive discussions on inclusion, and this will follow from engaging the wider organisation in our narrative for inclusion. • CQC Equality Networks will support these conversations with leads and teams and support the development of guidance and training for managers and staff. Race Equality Network have started these conversations with SLTs across directorates and within the network across staff grades. • We are working with Kings Fund Equality & Diversity specialists via the Leadership academy to obtain a specialist two-day inclusion programme within our Shaping Future Leaders scheme (targeted at managers at CQC). • 	<p>Ongoing</p>
<p>7.2.10 Continued support for the REN and other staff networks.</p>	<ul style="list-style-type: none"> • Equality Networks will continue to support the CQC inclusion strategy as individual networks and as a collective voice. REN supported the initial consultation around the report across the organisation and the country. • Network lead representative invited to each Board meeting in their role as critical partner for support and challenge to Board discussions. • Protected time policy for network chairs agreed in principle and will be implemented in 2019 	<p>Ongoing</p> <p>Oct 2018 onwards</p> <p>Jan 2019</p>

<p>b) The CQC should seek to improve staff survey responses rates for BME staff which are below those for other staff.</p>	<ul style="list-style-type: none"> Equality Networks and Organisational Develop will continue to work together to influence higher declaration rates and participation rates in future surveys, particularly from BME colleagues 	
<p>7.2.8 Benchmarking</p>	<ul style="list-style-type: none"> CQC WRES undergoes a comparative analysis with other Health related ALBs which is published annually All networks are engaged in external communications with related organisations about inclusion work specific to their networks. REN will explore and share best practice with other organisations as suggested in the report, particularly focusing on data, processes and outcomes. As part of wider inclusion strategy, Organisational Development team and networks will continue to establish relationships with ALBs, NHS diversity networks and Civil Service Inclusion team. 	<p>Annual and ongoing</p>

Recruitment, Talent and Development

Recommendation	Actions	
<p>7.2.3 The CQC should build on the work already commenced within the CQC Talent Management strategy</p>	<ul style="list-style-type: none"> Continue to implement our talent management strategy, including rolling out to Grade B and C in 2019. 	<p>Jan – Apr 2019</p>
<p>7.3.1 Training</p>	<ul style="list-style-type: none"> A session on giving and receiving feedback delivered at the 2018 Leadership conference. Further training material being developed on effective feedback, including interview feedback scenarios. Recruitment team working with Academy to co-produce a training programme, with internal accreditation for all managers on their role 	<p>Nov 2018 Dec – Jan 2019</p>

	and responsibilities as a hiring manager. This will include an emphasis on bias in decision making.	
7.3.2 Panel membership	<ul style="list-style-type: none"> • Introduced independent panel members for all interview panels at Exec 3 level and above, as this is where we believe we can have the biggest impact. REN have been instrumental in working with recruitment team to develop a process for identifying and supporting independent panel members. • Recruitment panels for Chief Inspector roles have included independent panel members from four equality networks. • Review and evaluate independent panel member process before rolling out to all Equality Networks and Grade A panels. 	<p>Sep 2018</p> <p>Nov/Dec 2018</p> <p>Jan 2019</p>
7.3.3 / 7.3.5 Recruitment resources and guidance, including additional guidance for Panel Chairs	<ul style="list-style-type: none"> • Additional guidance for panel members and chairs developed as part of introducing independent panel members. This guidance is being iteratively developed with feedback from the new panel process. • Recruitment team to review content and style of policy and guidance holistically, taking into account specific issues raised in the report. This forms part of wider periodic guidance updates. 	<p>Sep 2018, review in Jan 2019</p> <p>Ongoing</p>
7.3.4 National Recruitment team	<ul style="list-style-type: none"> • Resourcing issues raised at the time of the report have since been resolved. 	Complete
7.3.6 Development Opportunities	<ul style="list-style-type: none"> • Academy have completed procurement for offering coaching across CQC as key development opportunity. and will be setting targets for representation for programmes to ensure equal opportunities. • Continue to deliver CQC Mentoring programme, providing development for both mentors and mentees and ensuring representation across protected groups. • Work with REN and senior leaders to identify meaningful development opportunities including secondments and work experience. 	<p>Mar 2019</p> <p>Ongoing</p>

7.3.7 Retention	<ul style="list-style-type: none">Recommended activities including exit interviews and induction programme are already in place	Complete