



Equally Professional:

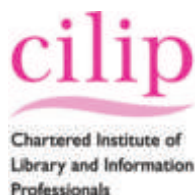
Like minds on
different journeys



**Equality and
Human Rights
Commission**



Equally Professional Network Members



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Preface

The Equality and Human Rights Commission is an independent Non-Departmental Public Body with powers given to it by Parliament. Parliament has set us the tasks of breaking down inequality, building opportunity and supporting a civic society where fairness and the right of the individual to a life of dignity and respect is not merely an ideal but a fact. We want to create a fairer Britain, with equal life chances and access to services for all.

We are living through rapidly changing times, both economically and socially. The economic downturn has imposed additional pressures, but there are opportunities as well as threats. We believe that there is a ‘diversity dividend’; that the more inclusive we are the more benefits we will reap.

It is vital that we plan and prepare Britain for the recovery, breaking down barriers that hold people back and widening access to opportunity. Some sources suggest that up to nine new jobs in ten over the next decade will be in professional or managerial sectors. It follows therefore that we should take a keen interest in access to the professions.

The Commission has limited resources, but an immensely wide and challenging remit. Our instinct is to work in partnership wherever possible. We define partnership working as a coalition of organisations who agree to work together for a common aim, sharing resources and responsibilities. We encourage peer-to-peer learning as the best means of embedding good practice. We work through representative organisations and sectoral bodies. We celebrate success.

This report is in many ways a celebration of partnership working. It describes the work of Equally Professional, a network of professional bodies committed to promoting equality and diversity in and through their memberships, and thereby widening access to opportunity. As you will see, a key benefit of the Equally Professional network is the opportunity it affords for peer-to-peer learning. You will see testimony to that from the member bodies, wherever they are on the diversity journey. You will see how the member bodies have developed and delivered diversity policies and practices across a range of organisational development activities. You will see how, by collaboration with other agencies in government and elsewhere, they have raised their own awareness and the awareness of others. You will see how that process is being broadened through the development of the PARN Diversity Special Interest Group. The Special Interest Group is the future of this work, and is structured so that new organisations can engage at the level appropriate to them, whatever their resources and wherever they are on the diversity journey.



Foreword

Professor Andy Friedman,
Director of the Professional Associations
Research Network (PARN)

PARN's work in the area of equality and diversity began around 2006 when a number of equality and diversity questions were included in PARN's International Benchmarking Survey (IBS), which is conducted every three years. The questions focused on the composition of the governing body, the existence of diversity policies and what information professional bodies gathered from their members. The IBS was run again in 2009; this time sexual orientation and religion and beliefs were included as categories.



The 2009 IBS results indicate that an increasing number of professional bodies are mainstreaming equality and diversity into their governance and their operations. Organisations collecting information on their members around age and gender has remained much the same as in 2006, but there has been a marked increase in the number collecting information on ethnicity and disability and 5 per cent of respondents collect information on sexual orientation and religion and beliefs.

More professional bodies are referring to the diversity strands in their membership recruitment and strategy campaigns. There is an increase in the number reflecting their diverse membership in their governing bodies. Additionally, there are more specialist member support groups, especially around gender and ethnicity, and there are some who have specialist groups around sexual orientation. However, none yet support groups in the area of religion and belief.

Since 2007 equality and diversity has been a main strand of PARN's research focus. There is a growing will from professional bodies to engage with equality and diversity and inclusion issues, as indicated by the cooperation from those professional bodies featured as case studies and as members of the advisory committees for the research projects. As part of this

research a survey of PARN members showed that 65 per cent of the organisations had taken positive steps to increase awareness and support for equality and diversity. Their overriding reason for doing so was that it was in keeping with the values of their organisation.

Professional bodies particularly appreciate the opportunity to learn from each other, ask difficult questions amongst their peers, and benchmark themselves against similar organisations. This is the process that underpins the success of the Equally Professional network and the Diversity Special Interest Group, around which PARN's equality and diversity work is built. In this report you will see testimony to the process. You will also see examples of good practice from professional bodies covering a wide range of sectoral interests.

PARN has observed that interest and commitment to equality and diversity among professional bodies is becoming more mainstream and more widespread. The Diversity Special Interest Group provides a focus for this interest and a way for professional bodies to share knowledge and develop their practice.

A handwritten signature in black ink, appearing to read 'Andy Friedman', written in a cursive style.

Professor Andy Friedman,
Director of the Professional Associations
Research Network (PARN)

For more information on PARN and for a comparison of relevant 2006 and 2009 IBS data see Appendix 2.

Executive summary

Equally Professional: like minds on different journeys

Interest in and commitment to equality and diversity has become more widespread and mainstream among professional bodies. This report describes a network of professional bodies, Equally Professional, committed to promoting equality and diversity in, and through, their memberships and thereby widening access to opportunity. With support from the Equality and Human Rights Commission (the Commission) and with research input from the Professional Associations Research Network (PARN), Equally Professional is creating a repository of knowledge and good practice which addresses all aspects of diversity in the professions.

Professional bodies in Equally Professional share a commitment to common principles on raising their members' awareness, monitoring their memberships, raising awareness among their leadership and staff, outreach to groups under-represented in their memberships, and work for greater equality of opportunity and social inclusion. The Commission facilitates the network by providing critical input and expertise at meetings and in raising the profile of the network as widely as possible. Currently participants are 20 organisations with a collective membership of over 1.5 million professionals.

Equally Professional has recently joined with PARN to create a Diversity Special Interest Group (SIG) which is open to all professional associations. Through networking and via the PARN Diversity SIG it is disseminating information and examples of good practice as well as setting challenges for all professions.

Collaborative outputs

Collaboration focuses on contributing to research and guidance for professional bodies, and promoting the interests of the professions in public debates relating to wider access to the professions. PARN led on two research projects, supported by members of the network. One looked at how professional bodies are embedding awareness and support for diversity, leading to the development of a *Diversity Toolkit*. Building on this, a Professional Recruitment Guide was developed to assist employers of professionals diversify their recruitment. QED-UK led on a project to examine the problems members

of ethnic minority communities have in access to the professions.

In January 2009 the *New Opportunities* White Paper was published, setting out the government's measures to tackle social inequality, and announced the creation of the *Panel on Fair Access to the Professions*. The network and SIG have contributed to many of the recommendations of its final report, *Unleashing Aspirations*, especially the web portal and the Gateways to the Professions Collaborative Forum.

Member outputs

As part of the commitment to diversity and taking action on the principles of the network, many members have started new initiatives. The report gives examples in the area of embedding diversity into policy and procedures, raising awareness among members, monitoring diversity, training for leaders and staff within professional bodies, broadening access to the specific profession, providing schemes for progression, and taking responsibility beyond the confines of their profession to contribute to the equality of opportunity and inclusion for under-represented groups in the UK as a whole.

This report records the activities of a small group of professional bodies committed to improving equality and diversity practice. Through the network's relationship with the SIG it offers regular workshops, increased networking and collaboration with the wider professional association arena. The Diversity SIG is PARN's fastest growing SIG.

Equally Professional with the PARN Diversity SIG is looking for more input from other professional bodies and encourages them to take part in the SIG.

Section 1

Equally Professional and the PARN Diversity Special Interest Group – the journey so far

‘Equally Professional has proved to be of value to CILIP in many ways. It is an important source of expertise and a showcase for best practice, while also providing a challenge through its benchmarking activities and the commitment required by its terms of reference. However, most important is the encouragement that comes from belonging to a network of colleagues facing the same challenges and sharing their experiences.’

Chartered Institute of Library and Information Professionals

Equally Professional

Equally Professional is a network of professional bodies that subscribes to the precept that, in order to deliver the highest professional standards in a diverse society, professional bodies themselves must reflect that diversity in their membership. The network recognises that as the British demographic changes, the future of the professions depends on their ability to attract and retain entrants from all sections of the community. It seeks to inspire and equip the professions so that they in turn will inspire and equip people from under-represented groups to join them. By sharing experiences and working together towards continually improving diversity in membership, professional bodies will benefit from the knowledge and experience of others, wherever they are on the journey.

Common principles

The professional organisations within the network share a commitment to a number of common principles:

- Professional organisations will seek to maximise their members' awareness of and competence in managing diversity issues appropriate to their disciplines.
- Effective diversity monitoring by organisations is necessary to inform work towards and progress on improving diversity.
- Professional organisational leaders and staff need to be aware of the implications of diversity in their membership, and to continuously improve their practice in managing diversity.

- Professional bodies should work to understand and, where possible, address low diversity in entrance and retention of members.
- Professional organisations should look to maximise, as far as is practicable, their potential to contribute to equality of opportunity and inclusion across all under-represented groups in the UK.

Activities

The network undertakes a number of roles to help further these principles, including, but not limited to:

- Sharing of experience between key figures across organisations.
- Development of better practice in addressing diversity issues.
- Liaison with key stakeholders including government and other bodies whose activities impact on entrance into the professions.
- Informing other professional organisations of the role they may play in enhancing the diversity of professions and disseminating best practice.
- Ensuring government and other bodies working towards equality of opportunity across under-represented groups pay due regard to the professions as stakeholder interests.

Details and examples of the work that member organisations have done to meet their commitments can be seen in Section 3.

Like minds on different journeys

The network participated in the DBIS Gateways to the Professions initiative, partnering QED-UK and the Professional Associations Research Network (PARN) in research projects aimed at understanding the issues and barriers for under-represented groups in the professions (Section 2). This has led to the production of good practice guidance for the professions and those recruiting them (Appendix 3). The network has contributed to the government's Fair Access to the Professions consultation.

The Role of the Commission

The Commission facilitates the network by:

- Providing critical input and expertise at network meetings and informally.
- Raising awareness of the network among other professional bodies and more widely, with input from participants as appropriate.

The Commission has adopted this approach in recognition of the individuality of each of the professions, their dedication to maintaining and developing excellence in their respective fields, and their commitment to the public good. It is the Commission's view that, rather than prescribe what will work best for all professions, the professions are better at working that out for themselves, individually and collectively. A further advantage of the size of the network is that it remains informal, and members can express themselves candidly. Chatham House rules apply.

'The Bar Council has found that the Equally Professional network enables individuals with responsibilities for promoting equality and diversity within their professional bodies to discuss common issues and share solutions and strategies. Whereas most equalities guidance focuses on employment or service delivery issues, the network provides the opportunity to develop good practice that is tailored to the particular requirements associated with membership bodies.'

The Bar Council

Participation

Currently participants are 20 associations with a collective membership of over 1.5 million professionals (Appendix 1). The network is peer-led with the Chartered Management Institute currently in the chair. It is important that the network achieve optimum sectoral coverage, yet allow the Chair and secretariat roles to remain manageable by individual bodies on a rotational basis. This balance has now been struck, but it leaves the network with the challenge of:

'Informing other professional organisations of the role they may play in enhancing the diversity of professions and disseminating best practice.'

The Diversity Special Interest Group

The network's relationship with PARN has developed to the point where, encouraged by the growing interest in equality and diversity in the professions, PARN have initiated a Special Interest Group (SIG), hosted on their website, for which the network acts as a 'pathfinder group'. Partly through the work of the Equally Professional network, many have seen how engagement with these issues is necessary to fulfil their aim to maintain the highest professional standards and secure their future growth and development, as well as their duty to promote the public good. The Diversity SIG is PARN's fastest growing SIG.

Good practice developed by Equally Professional members is posted on the SIG site, which also acts as a forum for the exchange of practice and ideas among professional bodies generally. Minutes of Equally Professional meetings, and discussion papers and guidance on better practice emanating from the Equally Professional network is made available to the SIG on the site. PARN have access to a membership of some 120 professional bodies in the UK, and a database of over 200 more. The SIG is the Equally Professional network's dissemination route to that population.

The SIG offers interested organisations access to workshops with specialist contributors. Workshops have been held on disability, getting diversity messages right, and getting started on fostering equality and diversity with regard to sexual orientation and religion and belief. This has seen input from Stonewall, Ashridge Communications, the Employer's Forum on Belief, the Institute of Career

Guidance (ICG), the Chartered Institute of Personnel and Development (CIPD) and experts from the Commission. The results of these workshops can be seen on the SIG website.

'The workshops run by Equally Professional are particularly good as they have enabled me to reflect on issues in a collaborative environment.'

[Institute of Chartered Accountants in England and Wales](#)

A key development in the field of widening access to the professions has of course been the Fair Access Panel, chaired by Alan Milburn MP. All members of the Equally Professional network made submissions, as did the Commission. These, and submissions made by other professional bodies, were discussed with Cabinet Office staff at a SIG workshop in May 2009.

Other key benefits of membership of the SIG include the opportunity to communicate with peers, share experience, and benchmark progress on the diversity journey. The SIG is open to all professional bodies, and not limited to PARN members or Equally Professional members. There is no charge for participating in Equally Professional or the SIG. For details of how to engage with the SIG see Appendix 3.

Between them the Equally Professional Network and members and the Diversity SIG have developed processes for collaboration that have resulted in high quality outputs that will benefit all professional bodies. These are discussed more fully below, collectively and individually.

Section 2

What we've done together

‘Input into consultations related to equality and diversity provide the Institute with a stronger, more authoritative voice on these important issues.’

Institute of Physics

Equally Professional is a 'coalition of the willing', and as such seeks to put into practice the concept of collaborative working central to the Commission's approach. Collaboration focuses on contributing to research and guidance for professional bodies, and promoting the interests of the professions in public debates relating to wider access to the professions.

Public debates

The Gateways to the Professions report was published in 2005 by the Department for Education and Skills (later DIUS and now DBIS). The Gateways to the Professions initiative was set up to tackle the full range of issues and barriers faced by talented students from low income families seeking to enter the professions through higher education. DfES/DIUS provided funding through the Gateways to the Professions Development Fund, which aimed to improve access to graduate jobs in the professions for people from a wider range of backgrounds. An Equality and Diversity Subgroup was established, through which it became possible for the network to reinforce attention on the needs of under-represented groups in accessing the professions, and in early 2007 project proposals to that end were raised. The resulting research is described later in this section.

In January 2009 the *New Opportunities* White Paper was published, setting out the government's measures to tackle social inequality, and announced the creation of the Panel on Fair Access to the Professions. Chaired by Alan Milburn MP, and including Commission Chair Trevor Phillips as a member, the panel looked at the processes and structures currently

governing recruitment to the professions and focused on the actions that could be taken by them, supported by government where necessary, to widen access and make entry procedures more flexible. As part of the subsequent consultation process PARN facilitated meetings involving more than 40 professional bodies, many of them members of the SIG, to enable them to submit a collective response to the Panel on Fair Access to the Professions. This involved a very wide range of professional bodies, many of whom were not on the panel's radar. A number of their recommendations were discussed at the SIG workshop in May 2009, and were included in the final report, *Unleashing Aspiration*. The report made a number of recommendations to which the network has contributed and can continue to contribute:

Recommendation 12. The professions and the government should create a 'professions.com' website to link young people to existing online information.

Following the publication of the report a number of professional bodies have given their backing to an initiative to create a web portal. The portal is intended to address many of the recommendations around professional bodies in the report, to present the professions from the viewpoint of the professional bodies, and to offer a resource for aspiring professionals of all ages and backgrounds. It is intended to raise awareness of the variety of routes into the professions and highlight the various actions professional bodies are taking to widen access, for example through outreach programmes, mentoring schemes, internships and financial support. Much of the content

will be provided by the professional bodies themselves. It will be another way for professional bodies to share interesting and innovative practice and to learn from each other. Some members of the Equally Professional network have been invited to sit on the advisory panel for the portal, as has the Commission.

Recommendation 67. The government's online Professional Recruitment Guide should be amended and should be jointly and actively promoted by the professions and the government to help employers develop recruitment practices that can ensure fair access.

As described on page 17, this was produced by PARN with input from the network.

Recommendation 82. The government and the professions should agree to continue the Gateways to the Professions Collaborative Forum in the form of the UK Professional Forum. The new forum should be chaired at Ministerial level. PARN will represent the Diversity SIG at this forum.

Recommendation 85. The professions should routinely report on activities that are aimed at making access fairer as part of their established corporate social responsibility objectives. The network takes a keen interest in the outputs from the Fair Access Panel; it is a standing agenda item at network meetings, and feedback is delivered via the SIG.

'We see much potential for future inter-professional work centred around common issues, such as fair access to the professions.'

Chartered Insurance Institute

Research and guidance

As discussed above, through the Gateways to the Professions Development Fund, several project proposals were raised.

PARN led on a project to explore how professional bodies can embed awareness and support for diversity in their structures and processes. As the Equally Professional network had recognised:

- The potential to act for the public benefit is central to the values held by many professionals.
- Given the changing demographics, some professions are broadening their appeal in order to reflect that diversity and ensure continuity of size and influence.
- There is a gradually emerging consensus on steps to develop effective policies and practice in relation to equality and diversity.

These were the premises upon which the research was based. Members of the network contributed to the research and to the steering group formed by PARN to advise on its conduct. PARN produced a comprehensive report on the research, which contained:

- A map of current practice in relation to staff, membership and governance.
- An exploration of the ways in which professional bodies can embed awareness for diversity in their organisation.

- Guidance on using training to support positive attitudes and practices towards diversity and equality.
- Case studies from 10 professional bodies that have taken steps to encourage a positive approach to diversity and equality.

From the research PARN developed a *Diversity Toolkit* which presents the findings in a concise and practical way. It will help professional bodies to identify the steps to take to develop their equality and diversity practice, and reflect on the issues involved.

At the same time, and again with the participation of the network, QED-UK, a Bradford-based charity focusing on education, employment, training and consultancy within ethnic minority communities, received funding to carry out qualitative research into the experiences of ethnic minority communities in training and working in the professions, with a view to developing understanding of those experiences.

Through a series of workshop and focus group sessions run in seven cities across England and Wales, the project aimed to:

- Provide insights into the experiences of ethnic minorities in progressing their careers.
- Isolate experiences and patterns in this field specific to ethnic minorities.
- Understand how procedures of professional bodies impact on ethnic minorities.
- Develop methods for professional bodies to become more meritocratic.
- Provide feedback to professional bodies on the issues identified in the study.



Like minds on different journeys

The research covered issues such as parental influence, education and careers, good practice in mentoring and role models, professional bodies, discrimination (including positive discrimination), and 'being the only one from an ethnic minority'. The report, *Striving for Success*, recommended that there should be:

- Collection and analysis of ethnic data at appropriate stages of professional careers to establish patterns which may or may not signal unfair treatment of ethnic minorities. This should be carried out by the professions themselves.
- Training and development advice on equality procedures and policies which should be made available to professional staff through professional bodies.
- The creation of a network of initiatives to reach out to young people from ethnic minority communities and to convince them that there is a place for them in the professions and that it is worth them aspiring to such a career.
- A duty on the part of professionals to take part in activity to engage with young people and encourage them in developing their career ideas.



As will be recognised from the preceding section, these recommendations are consistent with the commitments made by members of the network.

As a follow-up to this work, DIUS funded PARN to explore recruitment practices at graduate or entry level into the professions and to consider practices across a range of private and public sector employers and agencies responsible for recruitment at a professional level. The focus was on identifying good practice in recruitment – practices that enhance diversity among entrants to the professions – and informing the development of a toolkit on fairer recruitment practices in the professions. The *Professional Recruitment Guide* was launched in January 2009.

The guide identifies:

- A range of practices used at each stage of the recruitment process.
- Practices that may disadvantage candidates who are not ‘typical’ for the profession.
- Practices in recruitment processes that meet specific needs.
- Case studies from employers in various sectors and of different sizes.

The guide does not prescribe a ‘one size fits all’ approach. Instead, it suggests issues that need to be considered, and offers different ways to proceed depending on factors such as the existing routes into the profession, and organisation size and sector. Members of the network advised on the guide and contributed to its content.

As part of the Commission’s response to the Panel on Fair Access, PARN were commissioned to carry out a literature review of socioeconomic barriers to the

professions. The review identified that while there is a wealth of literature on socioeconomic issues, including access to higher education, there is an extensive knowledge gap in research linking these barriers specifically to access to jobs within the professions. It further identified that while there is a fair amount of existing research on a range of societal barriers to employment, very little specifically addresses their impact on access to jobs in the professions.

‘The benefits of belonging to the network include building a wider and stronger community; the network has facilitated contacts with research partners and specialist bodies across the diversity strands.’

Chartered Management Institute

These examples of collaborative activity would not have been possible without the spirit of openness and respect that the different members of the network, from so many different sectors and cultures, bring to their work together, based on their experience of working through the issues. Appendix 3 gives further details.

The report now looks at some of the work individual members of the network have done.

Section 3

What we've done ourselves

‘Through its membership of Equally Professional and the value of the shared learning experience, IOSH is continuing to develop a deeper understanding of how a commitment to diversity can secure greater potential and benefit for any organisation.’

Institution of Occupational Safety and Health

Reference has been made earlier to the commitments members undertake on joining the Equally Professional network. In summary these are:

1. Professional organisations will seek to maximise their **members' awareness** of and competence in managing diversity issues appropriate to their disciplines.
2. Effective **diversity monitoring** by organisations is necessary to inform work towards and progress on improving diversity.
3. Professional organisational **leaders and staff** need to be aware of the implications of diversity in their membership, and to continuously improve their practice in managing diversity.
4. Professional bodies should work to understand and, where possible, address under-representation in the **entrance, retention and progression** of members.
5. Professional organisations should look to maximise, as far as is practicable, their potential to contribute to **equality of opportunity and inclusion for all** under-represented groups in the UK.

In this section we describe some of the activities undertaken by members in pursuit of their commitments. As practice was developed it became clear that an activity in one area would have benefits in another, and this will be reflected in what follows.

Getting started

The PARN toolkit emphasises the need for the development of a clear strategy to take the work forward. The Royal College of

Nursing (RCN) adopted a structured and thorough strategy, with clear priorities and key actions, which map into the Equally Professional commitments. The initial priority was to ensure that both the RCN leadership and membership reflected the diversity of the nursing workforce and the communities that it serves. In this case the key action was to use the RCN's information systems to develop a definitive baseline on the composition of its membership and use this data to build a coherent project plan to achieve this goal.

The next stage was to meet legislative and moral responsibilities, which would build both credibility and capacity around diversity and equality issues among members, employees and stakeholders. In this case the RCN developed a race equality scheme, benchmarked against existing good practice and complemented with linked schemes on other diversity strands. Following this, the RCN planned a Diversity Leadership Challenge as a tool to showcase good practice and to influence key stakeholders to adopt diversity-led practice. The goal was to gain recognition as an authoritative leader in diversity, in combination with a commitment to continuous improvement, as measured against other known leaders.

Providing culturally appropriate services that meet the needs of its increasingly diverse membership is vital. The RCN recognised the diversity impact on its membership caused by the admittance of health care support workers and responded by equipping service managers with the skills to carry out diversity impact assessments. Furthermore, it perceived the value in communicating key diversity and equality messages to members, employees and key partners and in

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engaging nurses in a sustainable discussion on progress on diversity and equality issues. To this end, it carried out a feasibility study in developing formal membership structures around diversity. Finally, the RCN created a diversity standard to provide a platform for the development of diversity champions and explicit ways of working to achieve diversity and equality milestones. This was an integral part of the journey to excellence, in order to narrow the gap between their aspirations and the reality.

These priorities, and the actions set out to achieve them, map into the Equally Professional commitments and demonstrate the overlaps. For example, effective monitoring of the membership base can support the development of representative structures and outreach to a new source of membership.

These are ambitious and inspiring activities from an organisation with a lot of experience of developing diversity practice, working in a service area where inappropriate behaviours can have serious consequences. However, a professional body which has only just begun its diversity journey has a different set of challenges to face.

Senior managers at the Institution of Occupational Safety and Health (IOSH) have, for two years now, been considering how to promote equality and diversity through its 36,000 plus membership and across the organisation. A new management position was created last year that would give particular focus to what has become a growing area of policy. This appointment was quickly followed by the creation of a working party, drawn from members elected to its Council, tasked with scoping ways of embracing diversity.

The working party, which will report back to Council in 2010 (and thereby shape strategic guidance to the Board of Trustees), has already raised awareness of diversity issues within the IOSH branch network and paved the way for a detailed baseline survey.

Member awareness

Maximising member awareness, so that their behaviours become appropriate in their context, is central to the aims of the Equally Professional network. A common and effective strategy for meeting this commitment is the establishment of a members' code with relevant diversity requirements.

The Chartered Management Institute (CMI) has instituted a Code of Professional Conduct and Practice, which all members subscribe to on joining, and which they reaffirm annually. The code reflects the standard of behaviour and competence expected by Institute members. Of relevance to the diversity journey, the code refers to 'respecting matters of faith, conscience and diversity in their widest sense', and charges that members should treat 'colleagues on an equitable basis, without discrimination, recognising their specific needs, pressures and problems'.

The CMI also produces professional practice leaflets, which focus on particular themes within the code and aim to raise awareness of good practice, prompt for action, and point to further information sources. Leaflets have been produced on *Embracing Diversity and Religion and Belief in the Workplace*. They are accessible by both members and non-members on the CMI website. Additional support materials are also available,

including case studies, relevant journal articles and links to research reports. The CMI's portal for its employer clients, ManagementDirect, contains the code and its accompanying leaflets and gives access to additional online materials and information sources.

The Institute of Career Guidance (ICG) requires all members to adhere to its code of ethics, which provides a set of professional standards and values. Two of the principles laid out in the code – on equality and accessibility – relate directly to the active promotion of diversity.

On equality: 'Members must actively promote equality and work towards the removal of barriers to personal achievement resulting from prejudice, stereotyping and discrimination. Members should treat clients equally regardless of their gender, age, race, disability, religious beliefs or sexual orientation.' Accessibility is addressed by the stipulation that 'members must promote access to services in a range of ways that are appropriate and ensure inclusion'.

The Chartered Institute of Personnel and Development (CIPD) have recently launched a new HR Profession Map, following a major review of the Institute's professional standards. The map articulates the activities that HR professionals need to undertake at all levels, from junior assistant to senior director, and describes the required knowledge and behaviours. These include equality and diversity issue-related attributes within the contexts of employee relations and learning, talent development and employment law. These are designed to enable members to influence the development and progression of diversity in the workplace.

The ICG also addresses member awareness through its Qualification in Careers Guidance, a major route into the career guidance profession. This qualification requires students to demonstrate a range of knowledge and skills that relate to equality of opportunity. A key element is the requirement for students to 'evaluate own values, beliefs and their impact on own practice'. It is the firm belief of the ICG that high levels of self-awareness are essential for effective career guidance practice.

Both ICG members and the wider profession are provided with current, relevant and stimulating professional development events, including topics with diversity implications. Recent successful examples are a workshop at the annual conference considering the impact of faith on career decision-making, a one-day event considering the needs of clients with learning difficulties and disabilities, and a workshop to help adult guidance practitioners work with migrant workers.

Similarly, BCS, the Chartered Institute for IT, recognises that its members and all IT professionals can make a big difference and has been involved with activities to support people who might have difficulty in exploiting the technology for themselves since the late 1960s. Inclusiv-IT-y 2009 was a one day event providing a comprehensive background on what BCS is doing to enlighten its members on making IT accessible for disabled people. The Institute's Accessibility Achievement Day in October 2009 launched two new awards. One focused on the achievements of BCS-approved testing centres to acknowledge their accessibility experience and expertise. The other award recognised the achievements made by examination candidates with disabilities during 2008-09.

Like minds on different journeys

The BCS Assistive Technology Group is dedicated to providing a place for professionals to meet and discuss issues, to encourage good practice and the use and development of Assistive Technology, and to encourage communication between professionals, developers and actual end-users.

Diversity monitoring

Data capture methods for monitoring the state of diversity within organisations, and the use to which that data can be put to further improve diversity practice are fruitful areas of development in which progress can be clearly identified, measured and acted upon.

Over the past few years a key method the Chartered Insurance Institute (CII) has used to make progress on diversity is in the way that they collect, store and use diversity data for their members. Significant changes to staff development, data storage and exams have been made in order to comply with the Disability Discrimination Act (DDA), and to better accommodate all members and students.

At first the Institute initiated a training programme on the DDA, which was attended by all key representatives in each department, with other staff attending one-hour sessions on diversity. They then considered how DDA information could be stored on a database against individual members who report themselves as having a disability, with the result that data is now stored on a separate, secure system. A new system will be launched in 2010 in which disability information, along with other equal opportunities monitoring information, will be better integrated. There are plans, for example, for the system to flag up any disability issues automatically when members register for

exams, enabling officials to ensure the necessary arrangements are in place and saving the member from having to repeatedly disclose disability information or submit additional requests.

‘We have gained knowledge and practical ideas from the insights and best practices shared by the group, especially the opportunity to compare our own progress with others in annual benchmarking practice.’

Chartered Insurance Institute

Because the Chartered Institute of Housing (CIH) has long been a majority women organisation they began their equality and diversity work by focusing on race. On becoming aware of their capacity to increase diversity within both their membership and the housing sector, they challenged themselves to increase the representation of ethnic minority communities in their membership and governing body. To embody this aspiration through the organisation each national business unit and regional committee was asked to set local targets to increase membership in line with the corporate objective. Targets did provoke some resistance, and each committee chose different ways to employ them, but they proved to be a powerful force for change. The proportion of UK ethnic minority members has increased from 7 per cent in 2000 to 14 per cent in 2010.

Over the last decade, the CIH has extended its activity and widened its diversity outlook, and has recently made a firm commitment to address all diversity strands. In view of the success of ethnic monitoring, it has decided to monitor all diversity strands, including transgender, and has set benchmarks for the diversity

of the membership and governing body to help evaluate its success. The Institute holds ethnic monitoring information for 93 per cent of its members, and aspires to build a database with similar levels of information for all diversity strands.

‘We have been pleasantly surprised to learn that we have a high rate of ethnic monitoring returns from our members. We have stopped beating ourselves up about this and moved on to focus on new areas.’

Chartered Institute of Housing

The Association of Chartered Certified Accountants (ACCA) has been committed to the aim of broadening access to the accountancy profession since its inception in 1904. In 1909, it became the first accountancy body to admit women as members. The organisation maintains core values of opportunity, innovation, integrity and diversity and consequently maintains a diverse membership. Female UK members make up 49 per cent of the membership, while 48 per cent of the UK student base are non-graduates. Ethnic diversity is also strong, with 30 per cent of the UK student base being of black or Asian descent.

‘The most tangible, early outcome of our focusing on diversity issues through Equally Professional has been the decision taken in October 2009 to seek information from the whole RICS UK membership on ethnicity and disability annually. As we begin to build up a better picture of our UK membership in these two major areas, we will be able to assess any action that may be necessary if there are imbalances.’

Royal Institution of Chartered Surveyors

Leaders and staff

‘The British Dental Association has led the profession through significant social and legislative changes during our 130 year history. We believe commitment from senior leaders is essential, as demonstrated by our Board-level participation.’

British Dental Association

A key commitment laid out by Equally Professional is for leaders and staff to be fully aware of the implications of diversity and effective diversity practice. Training, education and the opportunity to explore diversity issues are key methods to meet this requirement.

All members of the Bar Council committees and senior staff receive equality and diversity training to increase awareness of the Council’s duties to promote race, gender and disability equality, and also of its duty to conduct equality impact assessments. Focus of the training is on the work of the committees, alongside how legislation applies to the various Bar Council functions, particularly policy development. The content is covered by a mixture of handouts and slides providing an overview of legislation and interactive case studies drawn from the work of the various committees.

When participant feedback indicated that discussion of the practical case studies was the most useful element of the training, the course was amended to emphasise this and give less time to presentation of the legislation. The increase in understanding of the equality impact assessment duty has been evident through the undertaking of more assessments and references in consultation responses to the applicability of the assessments to policies across the criminal justice system. The training will

Like minds on different journeys

continue to run over the next year for new members.

The equality and diversity policy of The General Teaching Council for England (GTCE) is reviewed as part of activity to update all workforce development policies. A tailored training solution was designed to build internal skills in equality impact assessments and 17 workshops had been delivered by the end of September 2009. All council members and additional committee members undertaking regulatory work receive equal opportunities awareness training and are assessed against competencies that include observation of equal treatment principles. Member awareness is a component within the general induction programme and is also part of the two-day residential regulatory training programme, which members must undergo prior to participation in regulatory work. The council secretary will review the positioning of equalities in the general induction programme.

New requirements under recent equalities legislation, including those contained in the Equality Act (2010), mean that the GTCE is considering surveying council members on their training needs with regard to equalities issues more broadly, with a commitment to develop the member training programme for 2010/11 with reference to the survey.

The Institution of Civil Engineers is embedding equality and diversity across all aspects of the work of the Institution. Workshops are currently being run for Senior Members and staff to equip them with the skills and tools to implement this. These will continue to run through 2010. One of the aims of the training sessions is to enable equality and diversity impact

assessments across all areas and activities of the ICE. Another aim is to identify areas where we can take positive action.

‘The Institute has much to do to create and implement an active diversity programme, both internally and externally. It is invaluable to learn how others in the EP network have gone about the same tasks and how they have been successful, and why.’

Chartered Management Institute

Entrance, retention and progression

Improving access for aspirants from all sections of society, and thus increasing diversity, is a key goal for all members of the Equally Professional network and an area which has provoked a range of creative responses. Examples include a pilot project engaged with a secondary school, the development of an associate qualification, a trainee scheme and schemes to engage with those who have left their profession.

In recent years the Institute of Physics has worked hard to understand the relative lack of participation of girls and students from minority ethnic backgrounds in studying physics. Together with the Royal Society of Chemistry, the Institute published two investigative reports and observed that while students from certain Asian backgrounds are very well represented in higher education in general, they are significantly under-represented in physics, despite there clearly being no lack of ability. It was felt that factors for this included a lack of knowledge as to career choices available through the study of physics, and the influence of family.



Like minds on different journeys

In November 2009, the Institute formed a partnership with a school that offers A level physics and also has a high proportion of students from ethnic minority backgrounds. This pilot project is aimed at gaining a better understanding of how to inspire students about physics and to encourage more to study the subject at A level and beyond. The project will provide expertise and resources to enhance the teaching of physics, as well as emphasising the wide-ranging career options open to physics graduates.

In order to assist those who have not followed a traditional academic route, the Royal Institution of Chartered Surveyors (RICS) chose in 2009 to launch a foundation level associate qualification, offering non-graduates from schools or FE colleges, as well as mature practitioners, a chance to join the largest professional organisation in the land, property and construction sectors. It is possible to work towards the qualification, known as AssocRICS, without any external qualifications.

In addition to being an attractive qualification in its own right – for those who have not qualified as a member of the profession – those who achieve AssocRICS will be able to ‘bridge’ to chartered status through further online study and assessment. Associate membership will open access to the surveying profession hugely, and consequently have a great impact on diversity within the profession.

The Chartered Institute of Library and Information Professionals (CILIP) formally launched its new Encompass scheme in December 2009, which has been the main focus of its work on equalities over the past year. This is a positive action trainee scheme aimed at encouraging more people from ethnic minority backgrounds into the library and information profession.

The scheme is jointly managed with Path National (PN), a skills development agency specialising in addressing the needs of ethnic minority communities.

Employers will normally convert an existing post into a trainee position, and trainees will spend three years gaining work experience, an academic qualification, CILIP’s professional qualification and a network of contacts to help build their career. Both CILIP and PN provide mentoring and development opportunities for the trainees, and PN has a formal contract with each trainee and placement provider. The first four trainees were appointed in the pilot scheme in London and CILIP is in the process of rolling the scheme out across the UK and embedding it into its main work on qualifications. Although the scheme has been impacted negatively by the recession, the aim remains for 50 graduates overall. There is flexibility for the scheme to extend to other disadvantaged groups.

The Institute of Chartered Accountants in England and Wales (ICAEW) has identified retention of women in the profession as a major challenge, especially following a career break to have children. They offer support focused on enabling members to feel better equipped and more confident about returning to work. Activities to this end include seminars, workshops and conferences for career breakers, and the arrangement of update courses designed to bring career breakers up to date with technical, accounting and management/workplace issues. In July 2009 an online community was established designed to connect female members with career coaches, recruiters and job vacancies. The ICAEW also partners its Benevolent Association in offering services to career breakers including stress management support.

Equality of opportunity and inclusion

‘By working with other professions, we have been able to assess our performance, get ideas from good practice elsewhere and to understand how the context in which different professions operate can facilitate or hamper efforts to improve. In doing this, we have listened to what other Equally Professional members are doing, taken the ideas that we think fit with our plans and adapted them to fit our sector.’

Chartered Institute of Housing

The final Equally Professional commitment calls on professional bodies to take responsibility beyond the confines of their profession and to contribute to equality of opportunity and inclusion for under-represented groups in the UK as a whole.

The Chartered Institute of Public Relations (CIPR) has recognised the benefits that diversity brings the profession, and aims to have diversity embedded in public relations (PR) activity and recognised as a core resource for the industry. With regard to the wider issues of equality across the country, the CIPR has examined the role that PR plays in celebrating diversity and achieving social inclusion. It has held conference sessions on using PR to influence attitudes to disability and promote equality and social inclusion. These sessions aimed at understanding how to influence policy makers, opinion leaders and decision-makers by looking at how the public sector uses PR techniques to influence thinking and behaviour around disability. In addition the Institute has used new media and other techniques

to tackle physical and mental health issues within ethnic minority communities. It studied how PR raised awareness through engagement with communities and other stakeholders, and examined research and policy formulation on this topic. It also considered how new forms of technology can be used to promote issues such as mental health to ethnic minority communities.

The British Dental Association (BDA) has investigated its wider obligations through the Oral Health Inequalities paper, which sets out strategies to tackle growing disparities in the oral health of the UK, which are strongly associated with socioeconomic status. Preventative care is a major focus of policy and the central role for the dental team in promoting oral health has been highlighted. The paper also calls for education about diet and the use of alcohol and tobacco to be reinforced by practical measures that support healthy lifestyle choices. Measures are proposed to address the special requirements of vulnerable sections of society, including children, people with disabilities, prisoners and older people. The paper also calls for remuneration and resources to enable dental professionals to provide individually tailored information and advice to patients.

The flagship diversity initiative of the legal profession is the Law Society Diversity and Inclusion Charter. This is a public statement of commitment by its signatories, and a framework for positive action across all strands of diversity. It is a public commitment by providers of legal services to develop best practice in equality, diversity and inclusion, whether in their roles as employers, legal services providers or purchasers of goods and services, or in their wider roles in society.

Like minds on different journeys

The charter was initiated by the Society of Asian Lawyers and telecoms company BT, and is a developing initiative through which signatories will work together to develop, share and adopt best practice. Purchasers of legal services are invited to support and promote supplier diversity through the adoption of the charter's Protocol on the Procurement of Legal Services. Supporters of the protocol encourage best practice from legal services providers, including a commitment to the charter through their procurement activities. The significance of this action will be to influence equality and diversity practice in legal services supply chains, and to encourage organisations in the sector to become more proactive with regard to equality and diversity issues.

The charter has steadily grown in influence, and currently has 85 signatories. The charter calls upon signatories to strive to achieve best practice in recruitment, retention and career progression policies as employers. It also calls for support for the development of good diversity practice, and the collection and sharing with other signatories of examples of practical activities that contribute to progress in this area. A named, senior level individual is required to be assigned responsibility for meeting the charter commitments. In addition the charter calls for work to develop and adopt future protocols that support the charter's aims and insists that signatories publish an annual diversity profile of their UK employees and details of work undertaken on equality, diversity and inclusion. All signatories should publish a joint annual report that aims to measure the impact of the charter and its protocols, and which should form the basis of regular dialogue between stakeholders, employees and clients.

‘A key benefit of membership for us is listening, learning and contributing to meetings and Diversity Special Interest Group events to explore practical solutions to current challenges.’

Institute of Career Guidance

As can be seen in this section all the professional bodies allied to the Equally Professional network are at different stages and are using different strategies to take on the challenges they face in increasing diversity and battling inequality. More examples can be found by visiting the Advice and Guidance – Professional bodies section of the Commission’s website. This is evidence of the way that Equally Professional has chosen a facilitating role instead of a prescriptive one, enabling its members to find their own way, while offering advice, support and the opportunity of benchmarking and peer-to-peer learning. Through the Diversity Special Interest Group, this opportunity is now available to all professional bodies who have recognised the benefits of embracing diversity and have seen how ensuring good practice is going to be an essential part of meeting the challenges that the professions face in the 21st century.

Like minds on different journeys



‘Our dual role of supporting dentists and improving the health of our patients relies on accurate knowledge of existing legislation and a positive approach to scoping out future direction and developments. The Equally Professional network provides an unrivalled opportunity to share similar issues with a wide group of professional organisations in a uniquely supportive and motivating environment.’

British Dental Association

Section 4

The way forward

This report has recorded the activity of a small group of professional bodies that have committed to improving their equality and diversity practice, sharing it with others, and championing it among their peers. As PARN have identified, there is a growing commitment to equality and diversity in professional bodies, and a growing body of practice.

There are those who may be doing good work but have kept it to themselves. The Diversity SIG is their vehicle to share that and to get feedback and ideas from fellow travellers on the journey.

There are those who want to start the journey but are unsure how to do that, and there are those who have not recognised the vital importance of diversity. They are not yet proactive in making their organisation as open and inclusive as it will need to be to thrive in an increasingly diverse society. Taking part in the SIG and learning from the experience of the Equally Professional network and others will help them to get started. This is what the SIG is for. This could be the start of their journey. They will find themselves welcome in the growing cohort of diversity champions within the professions.

Access to the SIG is via the PARN website, the link to which can be found in Appendix 3.



Appendix 1

Members of the network

The following are the member organisations of Equally Professional:

Association of Chartered Certified Accountants **www.accaglobal.com**

BCS, the Chartered Institute for IT **www.bcs.org**

The British Dental Association **www.bda.org**

Chartered Institute of Housing **www.cih.org**

Chartered Institute of Library and Information Professionals **www.cilip.org.uk**

Chartered Institute of Personnel and Development **www.cipd.co.uk**

Chartered Institute of Public Relations **www.cipr.co.uk**

The Chartered Institute of Purchasing and Supply **www.cips.org**

The Chartered Insurance Institute **www.cii.co.uk/cii.aspx**

Chartered Management Institute **www.managers.org.uk**

The General Council of the Bar **www.barcouncil.org.uk**

General Teaching Council for England **www.gtce.org.uk**

Institute of Career Guidance **www.icg-uk.org**

The Institute of Chartered Accountants in England and Wales **www.icaew.com**

Institute of Physics **www.iop.org**

Institution of Civil Engineers **www.ice.org.uk**

The Institution of Occupational Safety and Health **www.iosh.co.uk**

The Law Society **www.lawsociety.org.uk/home.law**

Royal College of Nursing **www.rcn.org.uk**

Royal Institution of Chartered Surveyors **www.rics.org**

Appendix 2

PARN and the International Benchmarking Survey

Founded in 1998 the Professional Associations' Research Network (PARN) is a research institute and membership organisation for professional bodies. PARN has 110 members in the UK, the members range from the Actuarial Profession to the Chartered Institute of Building, from the Institute of the Motor Industry to The Organisation for Professionals in Regulatory Affairs. The members cover all the major sectors and professions in the United Kingdom, from the 'liberal' professions such as dentistry and law to the newer professions such as facilities management and information technology.

PARN's mission is:

'...to increase the profile of issues relating to professionals, professionalism and professional bodies through research and networking with the aim of determining and promoting professional good practice.'

PARN provides professional bodies with the results of substantial research projects on a wide range of subjects of interest to them through benchmarking exercises and through developing models that allow the benchmarking information to be better understood. Many professional body policies have been influenced by this research. Networking among professional bodies is supported by conferences, a member enquiry email system as well PARN special interest groups.

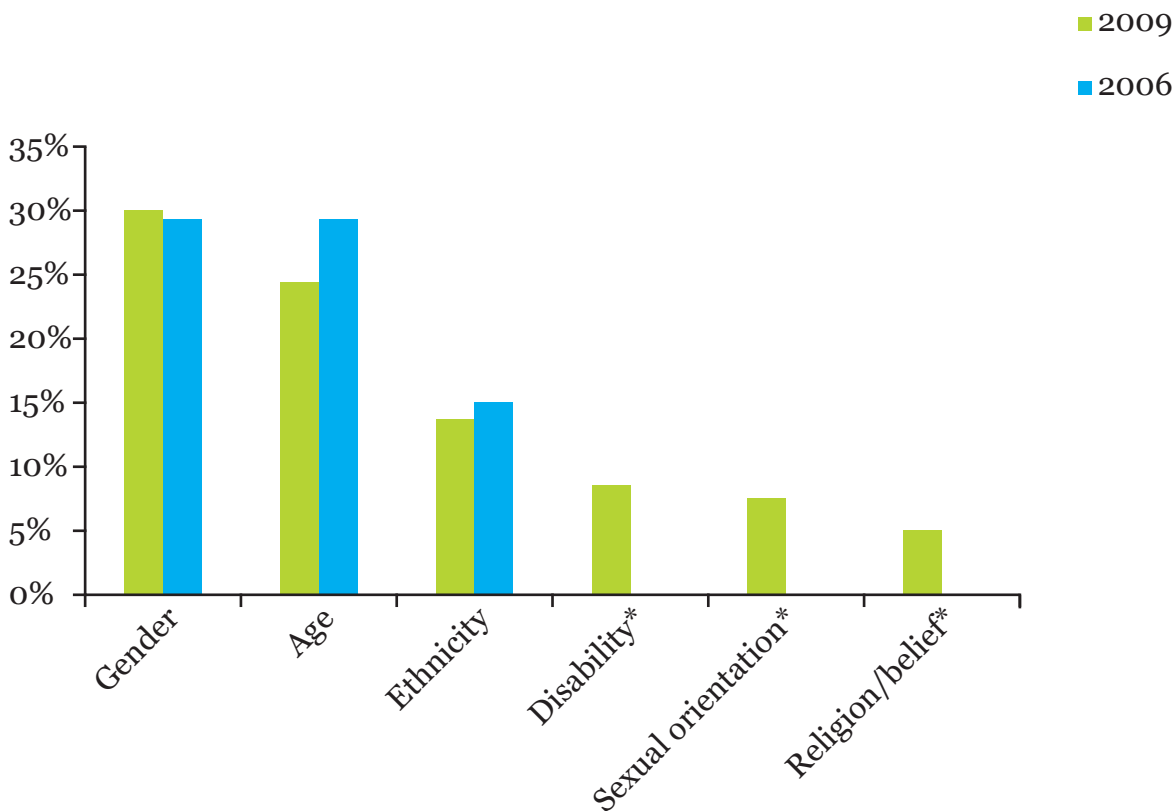


The PARN International Benchmarking Survey

The PARN International Benchmarking Survey is a major triennial survey of the professional bodies sector covering a variety of subjects, from governance, income and operations and membership to continuing professional development, ethics and discipline and external relations. The 2006 and 2009 surveys asked a number of questions specifically about embedding equality and diversity into their governance, operations and membership.

The 2009 survey indicated that 29 per cent of UK professional bodies have a Diversity/Equal opportunities policy. 17 per cent have a diversity policy regarding the composition of the governing body. About a third of organisations reported that the composition of their governing body reflects the profile of their membership in terms of gender, about a quarter in terms of age, 13 per cent in terms of ethnicity and between 5 and 8 per cent in terms of disability, sexual orientation and religion and beliefs. There has not been much positive change in this respect compared to 2006, as shown in Figure 1.

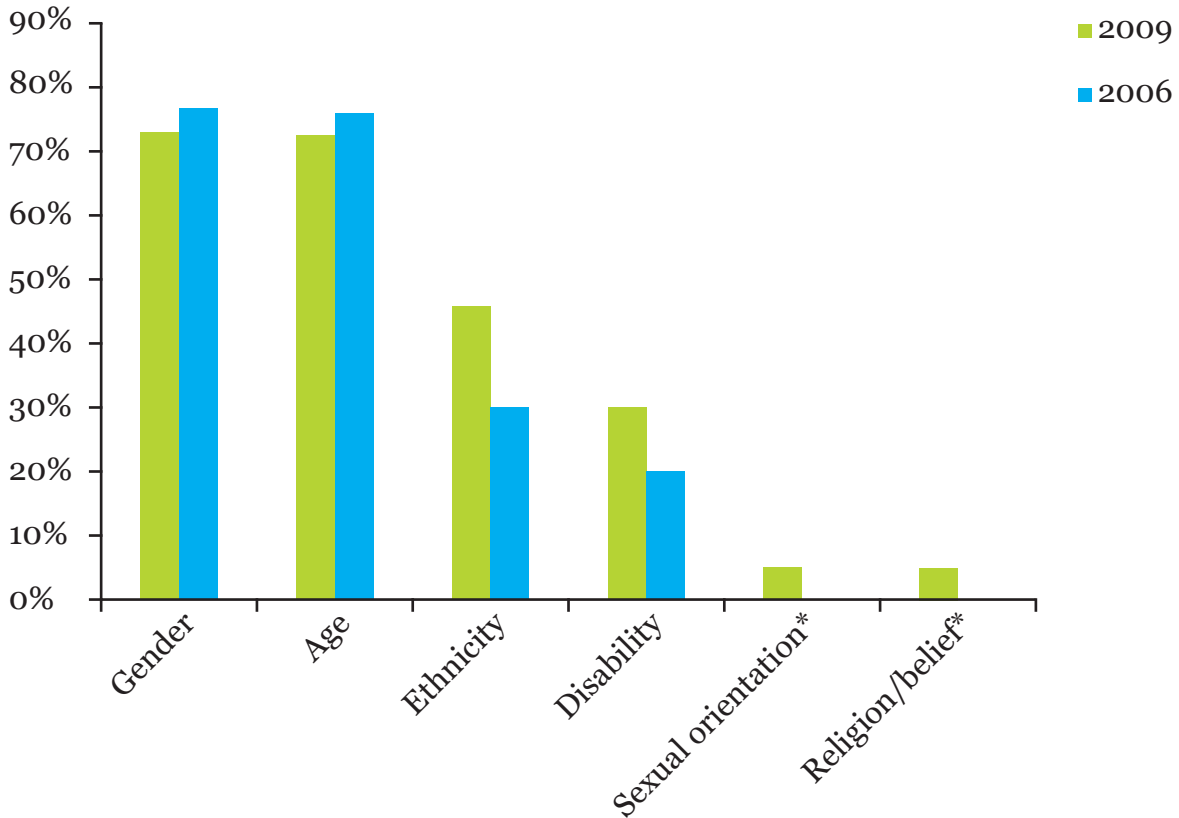
Figure 1: Does the composition of the governing body reflect the profile of organisation’s membership in terms of...



* Option not offered in 2006

The composition of the governing body is predominantly male (70 per cent on average) and aged between 31 years and retirement (92 per cent on average). Organisations collecting information on their members around age and gender has remained much as in 2006, but there has been a marked increase in the number collecting information on ethnicity (from 32 per cent in 2006 to 45 per cent in 2009) and disability (from 22 per cent in 2006 to 32 per cent in 2009) and 5 per cent of respondents collect information on sexual orientation and religion and beliefs (Figure 2).

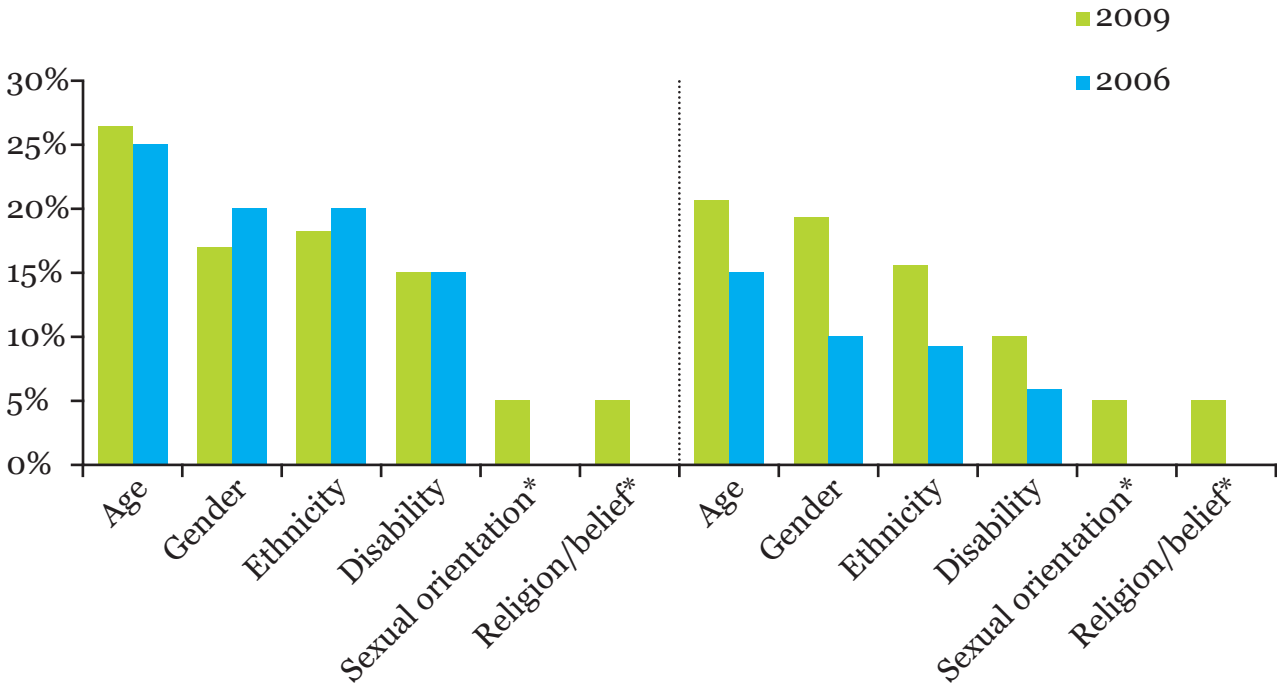
Figure 2: Does your organisation request the following information about its members/registrants?



* Option not offered in 2006

Though there has not been much positive change in the number of UK professional bodies mentioning diversity strands in their organisation’s strategy documents/business plan, there has been an increase in the number of professional bodies referring to the diversity strands in their member’s recruitment campaign (Figure 3).

Figure 3: Are diversity strands mentioned in your organisation’s strategy documents/member recruitment campaign?



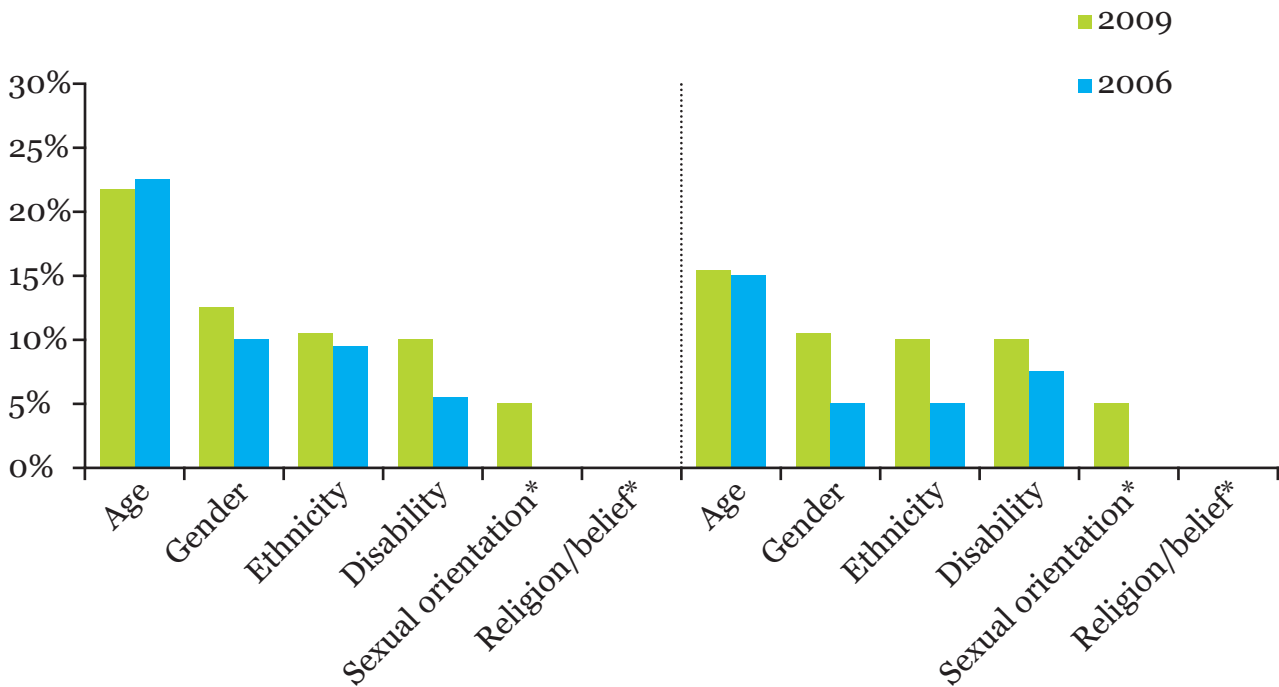
* Option not offered in 2006

Mentioned in strategy documents

Mentioned in member recruitment campaign

Additionally more organisations recognise specialist member groups, especially around gender, ethnicity and disability and more support such member groups around age, gender, ethnicity and disability (Figure 4).

Figure 4: Does your organisation recognise/resource specialist member groupings around diversity strands?



* Option not offered in 2006

Recognise specialist member groupings

Resource specialist member groupings

PARN has observed that interest and commitment to equality and diversity among professional bodies is becoming more mainstream and more widespread. The Diversity Special Interest Group provides a focus for this interest and a way for professional bodies to share knowledge and ask questions among their peers.

Appendix 3

Resources and References

Resources

The Special Interest Group

To join the Special Interest Group email PARN at: info@parnglobal.com

The PARN Diversity Toolkit

The Diversity Toolkit was developed by the Professional Associations Research Network (PARN) and funded by DIUS as a Gateways to the Professions project. It demonstrates different ways of embedding diversity and implementing training, and contains a variety of tools that provide information, make suggestions and prompt thought-provoking questions. The Toolkit shows organisations ways to diversity that they can tailor to their individual needs.

It can be found at:

www.dius.gov.uk/higher_education/widening_participation/access_to_the_professions/~media/publications/E/equality_diversity_toolkit

Striving for Success

This report from QED-UK examines the experience of ethnic minorities in accessing the professions, and makes recommendations that will help professional bodies facilitate access. It can be found at:

www.qed-uk.org/s4s-web.pdf

The Professional Recruitment Guide

This guide will help employers of professional people get the best person for each vacancy advertised. It shows best practice for each stage of the recruitment process, with case studies from companies who've followed this advice, with the background to professional recruitment. It can be found at: www.dius.gov.uk/higher_education/widening_participation/professional_recruitment_guide

TotalProfessions.com

TotalProfessions.com is the first website to present the professions from the perspective

of Professional Bodies. It provides an opportunity for professional bodies to work together to reach young people and career switchers; to encourage and inspire their career aspirations, give guidance on pathways into professions and give practical advice on academic choices: www.totalprofessions.com

References

The Equality and Human Rights Commission

For information on the Commission go to: www.equalityhumanrights.com/

By following the link

www.equalityhumanrights.com/advice-and-guidance/professional-bodies/ep-principles-and-activities/ more information on the activities of the Equally Professional network can be found.

Unleashing Aspiration

The final report from the Panel on Fair Access to the Professions can be found at: www.cabinetoffice.gov.uk/media/227102/fair-access.pdf

Gateways to the Professions

The report by Sir Alan Langlands, which led to the creation of the Gateways to the Professions Fund, can be found at:

www.dius.gov.uk/higher_education/widening_participation/access_to_the_professions/~media/publications/G/Gateways_to_the_Professions_Report

How can professional associations embed awareness and support for diversity in their organisations?

This report from PARN contains the research on which the Diversity Toolkit was based. It can be found at:

www.parnglobal.com/uploads/files/20.pdf

Like minds on different journeys

Contacts

England

Equality and Human Rights Commission Helpline
FREEPOST RRLG-GHUX-CTR
Arndale House, Arndale Centre, Manchester M4 3AQ

Main number 0845 604 6610
Textphone 0845 604 6620
Fax 0845 604 6630

Scotland

Equality and Human Rights Commission Helpline
FREEPOST RSAB-YJEJ-EXUJ
The Optima Building, 58 Robertson Street, Glasgow G2 8DU

Main number 0845 604 5510
Textphone 0845 604 5520
Fax 0845 604 5530

Wales

Equality and Human Rights Commission Helpline
FREEPOST RRLR-UEYB-UYZL
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Helpline opening times:

Monday to Friday: 8am – 6pm

Calls from BT landlines are charged at local rates, but calls from mobiles and other providers may vary.

Calls may be monitored for training and quality purposes.

Interpreting service available through Language Line, when you call our helplines.

If you require this publication in an alternative format and/or language please contact the relevant helpline to discuss your needs. All publications are also available to download and order in a variety of formats from our website

www.equalityhumanrights.com

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