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EQUAL OPPORTUNITIES TASK FORCE  
OCCASIONAL PAPER NO 2

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# Equal opportunities advisers in the NHS

King Edward's Hospital Fund for London

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EQUAL OPPORTUNITIES ADVISERS  
IN THE NHS

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KING EDWARD'S HOSPITAL FUND FOR LONDON

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## PREFACE

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The Task Force first published guidance about the role of health service equal opportunities advisers in 1988. At that time only 8 advisers had been appointed and experience of the role was very limited.

Since then the number of equal opportunities advisers in post has more than doubled and appointments at regional and unit as well as district level have been made. We believe that the role of advisers in the NHS and the contribution they can make to achieving equal opportunities has been established. We also recognize the difficulties which the first equal opportunities advisers faced and would like to acknowledge their contribution to developing equal opportunities in the health service.

We hope that health authorities will continue to find our guidance useful.

## 1. INTRODUCTION

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- 1.1 An increasing number of health authorities are appointing workers to assist with their equal opportunities initiatives. Over twenty such posts, mainly in London, are known to the task force, and more appointments are pending. Health authorities considering specialist posts in this field have sought our advice. This paper indicates the issues authorities may wish to take into consideration in making such appointments.
- 1.2 The employment of equal opportunities advisers follows precedents in local government and, more recently, in central government and private industry. We have drawn on their experience. A 1986 discussion paper by Ken Young and Pat Gay of the Policy Studies Institute *The Race Relations Adviser in Local Government* contains useful parallels with the health service. Principally, however, our conclusions are drawn from the regular discussions which the task force staff hold with health service equal opportunities advisers, and on the views of their managers. We should like to thank the equal opportunities advisers and health service managers who have contributed to the paper.
- 1.3 The terms of reference of the task force include the elimination of racial discrimination in both employment and service delivery – recognizing that the two are closely linked. The task force has agreed to focus first on employment and implementation of the principles of the Commission for Racial Equality's Employment Code of Practice. This paper relates primarily therefore to equal opportunities advisers in the

employment field, although much of what is mentioned also applies to the appointment of advisers in service areas.

- 1.4 Equal opportunities officers/development workers have various job titles. In this paper, all such appointments are referred to as equal opportunities advisers.

## 2. THE DEVELOPMENT OF THE ADVISER'S ROLE IN THE NHS

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- 2.1 The first equal opportunities adviser was appointed to Haringey District Health Authority in 1984, in part resulting from a King's Fund initiative to encourage development in this field. The prime intention was to promote equality of access to health care and encourage the development of services responsive to ethnic minority communities. In practice, the adviser and her managers found that this task initially demanded equal concentration on employment issues. The Haringey project is reported in *Working towards racial equality in health care: the Haringey experience* by Nirveen Kalsi and Pamela Constantinides.
- 2.2 The Haringey post was soon followed by appointments in Camberwell and Brent district health authorities, in the fields of service provision and employment respectively. Other appointments in London districts followed, with the first adviser posts outside London being made to health authorities in Leeds. Haringey and Camberwell were the first authorities to create two adviser posts to look at equal opportunities employment and service provision issues separately. In 1988 Tower Hamlets was the first authority to appoint unit based advisers; the remit of their three advisers covers both service provision and employment. City and Hackney and Islington district health authorities, which were amongst the London authorities to appoint advisers in the employment field, fairly soon decided that the volume of work demanded assistant advisers. In 1989 the first regional equal opportunities advisers posts were agreed.
- 2.3 A list of equal opportunities advisers and further information about their appointments can be obtained from the task force.

### 3. THE DECISION TO APPOINT: POLICY DEVELOPMENT OR IMPLEMENTATION

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- 3.1 In other sectors, pressure to make appointments has often come from ethnic minority communities, the CRE or other agencies. External pressure has not been such a significant factor in the health service, and the decision to appoint specialist advisers has originated largely from officers, members, or equal opportunities committees.
- 3.2 Appointments have come about at different stages in equal opportunities policy development. Sometimes advisers have been appointed before the authority has formally agreed a policy or considered how it will be implemented. Elsewhere, advisers have been engaged to introduce an agreed programme of initiatives. Often appointments have come about some time after a policy has been agreed, when authorities have realised that existing staff resources are inadequate for them to put the policy into effect.
- 3.3 The role of advisers appointed at an early stage has generally been to devise a policy for the authority and recommend how the changes flowing from it should be implemented. Involvement in policy development is an advantage to equal opportunities advisers since it ensures that there are no elements in the policy seen as unworkable by the person on whom substantial responsibility will fall for its initial implementation.
- 3.4 However where there is no prior agreement by authority members to the adoption of equal opportunities measures or to defined objectives, an adviser steps into a vacuum. Whether or not he or she is successful in introducing an equal opportunities programme will depend very largely on the commitment of the authority and its senior officers. If agreement to policy proposals is not forthcoming or is unduly delayed, the adviser's appointment may come to be seen as tokenistic, both internally and to the ethnic minority communities outside.
- 3.5 A clearer role for the adviser can be created where the authority has formally recognized that a programme of action is required to bring about equal opportunities, and has agreed, at least in outline, what initiatives are required. The adviser's duties can then be more closely defined.



#### 4. SCOPE OF JOB: EQUAL OPPORTUNITIES IN EMPLOYMENT AND/OR SERVICE DELIVERY

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- 4.1 Some advisers have been appointed to assist health authorities to make their service provision responsive to ethnic minority communities; others deal solely with employment issues; initially several had a dual role. However, those health authorities which originally combined the roles have generally, with experience, agreed to separate adviser appointments for services and employment.
- 4.2 There is undoubtedly a need for measures which ensure appropriate and responsive service delivery to go hand in hand with initiatives to ensure equality of opportunity in employment. Authorities which are addressing themselves for the first time however to the provision of equal opportunities in services and employment will find that the volume of work in each area is considerable. The expertise required to examine service delivery and employment issues is different. Advisers appointed to cover both areas are in danger of feeling that they have been given an impossible role. Those with a wide ranging brief for both services and employment may be unable to be fully effective in either area. Authorities making one appointment therefore will need to consider, in the light of their particular circumstances, which aspect should receive priority for a specialist appointment, and what alternative arrangements can be made to deal with the other area of work.

#### 5. EQUAL OPPORTUNITIES: RACE/SEX/DISABILITY

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- 5.1 Equal opportunities policies will usually encompass the elimination of discrimination on grounds of sex and disability as well as race. Some of the necessary procedures may be comparable. The task force recognizes the difficulties of combining the equal opportunities role, in dealing with the separate patterns of inequality suffered in the health service by women, disabled people and black people and the different expertise required. Advisers often prefer to specialize in one area. Nevertheless authorities making one appointment will need to consider whether, in the employment field, the equal opportunities officer brief should include all groups covered by the policy.

## 6. PERMANENT OR TEMPORARY APPOINTMENTS

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- 6.1 Many of the early adviser appointments were temporary, often for financial reasons. More recent adviser posts have been permanent appointments and some temporary appointments have been converted to permanent posts. Sometimes the change has resulted from the identification of long term funding, but more often from the recognition by the authority that the development of their policy demands a permanent post.
- 6.2 We recognize that there are arguments in favour of temporary appointments, since it can be said that the objective of equal opportunities advisers is to work themselves out of the role. However the task force is in no doubt that tackling deep seated institutional discrimination and achieving a more equitable employment profile is an extended undertaking. Temporary appointments may be seen as indicating lack of long term commitment to equal opportunities initiatives. The expectations of managers, advisers and those who have campaigned for their appointment as to what can be achieved over a limited time span is often unrealistically optimistic. There is a danger also that people on temporary appointments may feel under pressure to achieve quick results, to the detriment of the ground work essential to the long term success of the policy. Whilst we recognize that a permanent appointment may inhibit other staff from taking ownership of the policy and accepting their own responsibility for tackling racial discrimination, the task force takes the view that if equal opportunities are to be achieved in the health service, many authorities will require specialist advice on a long-term basis.
- 6.3 Equal opportunities advisers, whether permanent or temporary, should have the same opportunities for training and promotion as other employees. Careful thought needs to be given to their career development within the health service and their career progression should not be restricted to posts in the equal opportunities field.

## 7. THE ROLE OF THE ADVISER

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- 7.1 The role of the adviser will vary depending on the circumstances of the authority and the stage reached in policy development and implementation. The following tasks may be amongst those included:
- advice about policy development and implementation;

- participating in consultations with staff side about the policy;
- assisting with implementation;
- advice to individual officers and employees about operating the policy;
- drafting guidance and instructions;
- advising on training needs and programmes, and taking part in training;
- preparing or reviewing job descriptions and person specifications;
- reviewing procedures for recruitment, training, promotion, redeployment and redundancy;
- drafting guidance/codes of practice for these;
- organising ethnic monitoring of employees and applicants for employment;
- analysing monitoring returns and recommending remedial measures in the light of the data;
- recommending positive action measures;
- liaising with ethnic minority communities and publicizing the policy.

## 8. JOB DESCRIPTIONS

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- 8.1 There have been wide variations in the job descriptions of advisers. The adviser's function must be carefully thought out, or the effectiveness of the appointment may be reduced. Job descriptions must define the objectives and duties of the postholder, together with clearly delineated reporting lines (see paragraph 12). Since the field is a new one, particular attention needs to be given to what is realistically achievable.
- 8.2 Job descriptions for equal opportunities advisers in post are included in an appendix to this paper. These include equal opportunities employment and service provision advisers who are region, district and unit based.

## 9. PERSON SPECIFICATIONS

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- 9.1 Whilst the person specification will reflect the duties required of the post holder in the job description, there are likely to be 'core' elements. These may include:
- an understanding of racial discrimination and disadvantage;
  - appreciation of the function of an equal opportunities policy in eliminating racial inequality;

- knowledge or prior experience of working with local ethnic minority communities (particularly for service posts).

9.2 Some authorities have preferred applicants with prior experience of the health service. Others have been more concerned that applicants have previously been involved in equal opportunities policy implementation. Good communication skills, negotiating skills and interpersonal skills are essential. Persuasiveness, diplomacy, good humour and the ability to cope with slow progress and failure are some of the qualities which equal opportunities advisers both inside and outside the health service see as essential for their job.

## 10. TRAINING OF ADVISERS

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10.1 As with all new employees, equal opportunities advisers will require training. Those appointed from outside the health service will need to learn about its structure and organisation. Advisers appointed from jobs within the service may be inexperienced in the techniques of implementing an equal opportunities policy. All advisers may benefit from courses in promotional and negotiating skills. Thought will be needed as to how much training can be provided internally, and where external expertise may be required.

10.2 The Industrial Society and the Royal Institute of Public Administration (RIPA) provide courses in equal opportunities, specifically geared to public sector employment. Officials of the Commission for Racial Equality may be able to provide helpful information. For advisers with a wider brief, the Equal Opportunities Commission and Department of Employment Disablement Advisory Service can provide advice about equal opportunities for women and disabled people respectively. Longer standing advisers in other health authorities are an invaluable source of advice. The seminars which the task force organises for equal opportunities advisers not only provide the opportunity for experience to be exchanged, but can also perform a useful training function for newly appointed advisers. Task force staff will assist with training equal opportunities advisers where required.

## 11. POLICY DEVELOPMENT v. CASEWORK

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- 11.1 All equal opportunities advisers are called upon to become involved in individual casework. When advisers are first appointed, there is a tendency for all problems with a race relations aspect to be referred to them. Whilst advice on how to handle such instances may be within their appropriate role, it is too easy for advisers to become overloaded with casework to the detriment of their wider function. It also prevents other officers from learning to apply the equal opportunities policy to their work and to cope with problems with a racial dimension. Where advisers do become involved in casework, emphasis should be placed on advising and training managers to handle such matters themselves.
- 11.2 Individual cases referred to equal opportunities advisers often include grievances. Advisers may themselves ask to be informed about grievances alleging racial discrimination since they may highlight weaknesses in the operation of the equal opportunities policy. There may also be an argument for equal opportunities advisers to be involved in some stages of a complaint. For example, members of staff who feel that they are suffering discrimination may find it helpful to discuss their complaint with an adviser before deciding whether to activate the grievance procedure. Care should be taken that involving the equal opportunities adviser at any stage is not seen as a substitute for the agreed grievance procedure. It should be recognised also that any involvement in grievances puts the adviser in a delicate position. The adviser's role in the procedure must be clearly spelled out and made known to managers and employees.

## 12. STRUCTURE/LINE MANAGEMENT

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- 12.1 There is as yet no generally recognized place for equal opportunities advisers in the health service structure. Initial appointments ranged from scale 9 to scale 18, but were mostly at about scale 14. Recent district adviser appointments have been at least scale 18, and some advisers have been up-graded as the scope of the post and responsibilities required of the postholder were recognized. Assistant advisers and unit based advisers are now generally scale 9 to scale 14 appointments, depending on the scope and content of the job.
- 12.2 The grade at which an adviser is appointed will primarily reflect the duties and responsibilities allocated to the role. Where the adviser

is expected to fulfil a managerial role, or to advise on policy and training managers, this level of responsibility should be reflected in their grading. Status cannot be ignored. An adviser's ability to work effectively is likely to be affected if grading is too low, not least because this may call into question the strength of the authority's commitment to equal opportunities policies. Moreover, it may affect the willingness of others to seek and accept advice proffered.

12.3 Advisers report to the general manager, the director of personnel or other members of the management board. Reporting lines may vary according to the range of responsibilities of the adviser. However, in equal opportunities as in any other field of activity, reporting to a group of managers or to a committee is unlikely to be successful and may be a recipe for confusion and conflict. It is important that advisers should have a clear reporting line to a senior officer of the authority, preferably a member of the management board, who will have the commitment, time and influence to give the adviser all necessary backing with the full support of the general manager and board.

12.4 Access to senior staff is vital. Equal opportunities advisers who are 'back-roomed' or who have access only to junior staff cannot be fully effective. Advisers need direct communication and regular meetings with the officer responsible for the authority's equal opportunities policy. Experience shows that their effectiveness can be much increased if they also have direct access to other members of the management board and their senior staff.

### 13. LOCATION/ACCESS TO INFORMATION

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13.1 To be effective throughout the authority, an adviser on equal opportunities in employment should be located in the central personnel department. Careful consideration should be given to their place within the departmental structure. Advisers located in particular units, even if their brief covers authority employment more generally, are unlikely to be able to exercise influence or authority over other units.

13.2 The adviser must also have guaranteed access to all the information necessary to function effectively. Formal arrangements are necessary to guarantee a flow of information. It cannot be assumed that all managers will be sympathetic to the adviser's role, yet unless information is forthcoming the adviser's work may be impaired.

## 14. SECRETARIAL AND ADMINISTRATIVE ASSISTANCE

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- 14.1 Advisers cannot do their job without adequate secretarial and administrative support. Where they handle personal and confidential information, appropriate arrangements are required.

## 15. SUPPORT

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- 15.1 All 'one off' appointments carry problems of isolation. It is often not clear with which corporate groups advisers should identify. An ethnic minority adviser may be the only black person in a senior position in their authority. A significant number of advisers who have been appointed are women, and there are similarly disproportionately few women on health service management boards. All advisers are dealing with difficult and sensitive issues and will commonly encounter lack of understanding or sympathy and sometimes hostility to their role and objectives. They need support.
- 15.2 Some authorities have set up equal opportunities committees to oversee implementation of the policy, to whom the adviser reports regularly. Committees are generally representative of authority members, senior management, trades unions and professional associations, and ethnic minority community representatives. The experience of equal opportunities advisers is that the presence of members and senior management on such committees not only assists with implementation of the policy but demonstrates the importance attached to their role within the authority, and conveys a useful message to the community as a whole. The task force has published guidance about the composition and role of equal opportunities committees.
- 15.3 Where authorities employ more than one adviser, they can provide mutual support. In some areas, contact with local authority race relations advisers to discuss common issues may be beneficial. In London, advisers have set up their own support group. Advisers also welcome the opportunity which task force seminars provide to share experience, and have suggested that regional meetings of advisers would be useful.

## 16. OUTREACH WORKERS

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- 16.1 One example is known to the task force of a health authority employing an 'outreach' worker to promote employment opportunities in minority communities who are under represented amongst employees and job applicants. The decision to recruit an outreach worker was taken by the health authority after monitoring of their nursing staff, trainees and applicants for training had shown serious under representation of the local black population. The outreach worker appointment is too recent to be able to assess the effectiveness of this type of post in the health service, but elsewhere the outreach role is seen as an essential part of equal opportunities development. A job description is included in the appendix.
- 16.2 The ethnic monitoring analyses which have been provided for the task force show that often black employees and applicants for employment are severely under represented either as a whole or in particular posts. In these circumstances, the appointment of outreach workers may be one effective method of encouraging the black community into health authority employment.

## 17. EQUAL OPPORTUNITIES CONSULTANTS

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- 17.1 Some authorities are known to have commissioned consultants to devise an equal opportunities policy and an implementation plan. Where existing staff resources or expertise are unavailable, this has been seen as an alternative to the employment of an equal opportunities adviser. Sometimes, a consultancy fee has been easier to afford than a longer term financial commitment.
- 17.2 Although consultants may offer wide experience, their reports, which may incorporate recommendations for organisational change, will be formulated without the depth of knowledge of the organisation which is available inside the service. Resources will be required to implement their plans. Authorities considering a consultancy need to consider carefully at what point in equal opportunities policy development an outside input can be most profitable. Many health authorities have found, for example, that the training implications of an equal opportunities programme are most difficult to meet internally and have used consultants to supplement internal training resources.



## 18. FUNDING

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- 18.1 The first equal opportunities adviser post was financed as 'pump priming' by the King's Fund. Subsequent early appointments were funded variously, for example through the Inner Cities Partnership and special trustees funds as well as by mainstream funding. One local authority seconded equal opportunities advisers to their health authorities. Most of the more recent appointments are mainstream funded.
- 18.2 Many health authorities cite lack of resources as their major obstacle in initiating equal opportunities programmes. The task force will be looking at the funding of equal opportunities initiatives. However, there is no doubt that making mainstream funding available is seen as evidence of commitment to the introduction of equal opportunities, whereas there is a danger that workers funded from other sources may be seen as peripheral to the major activities of the service.

## 19. ALTERNATIVE TO EQUAL OPPORTUNITIES ADVISER POSTS

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- 19.1 Only a few health authorities have thus far appointed specialist equal opportunities advisers. The remainder are relying upon existing staff to develop and implement their equal opportunities policies.
- 19.2 Employees allocated responsibility for introducing an equal opportunities policy are likely to require substantial training to enable them to fulfil their new role. Introducing a policy, implementing its provisions, and subsequent monitoring to ensure that it is effective, takes time. Officers who have these duties added to an existing full time role are unlikely to achieve results within a reasonable time. The House of Commons Employment Committee report 'Discrimination in Employment' (February 1987) remarked on the slow progress towards equal opportunities in the Civil Service, and noted that 'Equal opportunities officers have been designated in all Departments, but in most if not all cases the responsibility has been given to people already carrying a heavy burden of personnel work' (paragraph 74).

## 20. THE ROLE OF THE AUTHORITY

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- 20.1 No one person can bring about change or, as one general manager has described, 'take on the conscience of the authority.' The responsibility for ensuring that a policy commitment is translated into an active and effective equal opportunities programme rests with all authority members and their officers not with an individual equal opportunities adviser.
- 20.2 Whether a specialist adviser is appointed or an existing employee is allocated equal opportunities responsibilities, the authority's commitment to the policy must be widely publicized, both internally and outside. The consequent changes in procedure and the responsibility for implementing them – for reviewing procedures and monitoring, for example – must be made known clearly. If this is not done the equal opportunities adviser or officer will spend a disproportionate amount of time on public relations and explaining the programme which has been agreed.

## 21. FINAL NOTE

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- 21.1 Experience of equal opportunities posts in the health service is still comparatively limited and the circumstances in which advisers can be most effective will vary. The task force hopes however that the conclusions they have reached from the experience of present post-holders and their managers may be helpful to those planning such appointments. Health authorities requiring further advice on this, or other aspects of the implementation of equal opportunities policies, are welcome to contact the Task Force at 14 Palace Court, London W2. Telephone 01-727 0581 x 2222.

### READING

*The Race Relations Adviser in Local Government* available from the Local Authorities Race Relations Information Exchange, 35 Great Smith Street, London SW1. Price £3.95.

*No Alibi, No Excuse* published by Greater London Action for Racial Equality, Southbank House, Black Prince Road, London SE1 7SJ. Price £2.

*Working towards racial equality in health care: the Haringey experience* by Nirveen Kalsi and Pamela Constantinides. Available from King's Fund Book Sales, 126 Albert Street, London NW1 7NF, price £5 (over-the-counter sales only). Order by post to Department D/KFP, Bailey

Distribution Ltd, Warner House, Bowles Well Gardens, West Bay Road, Folkestone, Kent CT19 6PH (please add 10 per cent postage and packing).

*OTHER TASK FORCE PUBLICATIONS*

*A model policy for equal opportunities in employment in the NHS.* Occasional paper no 1, 1987. Price £1.50.

*Equal opportunities employment policies in the NHS – ethnic monitoring.* Occasional paper no 3, 1988. Price £3.00.

*Health authority equal opportunities committees.* Occasional paper no 4, 1989. Price £2.25.

Available from King's Fund Book Sales, 126 Albert Street, London, NW1 7NF (over-the-counter sales only). Order by post to Department D/KFP, Bailey Distribution Ltd, Warner House, Bowles Well Gardens, West Bay Road, Folkestone, Kent CT19 6PH (please add 10 per cent postage and packing).

## APPENDIX

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### A. JOB DESCRIPTION: DISTRICT EMPLOYMENT ADVISER

*Job title:* Equal Opportunities Officer

*Responsible to:* Director of Administration and Personnel

#### *Statement*

The health authority is committed to the establishment, development and implementation of equal opportunities in employment for all regardless of sex, race, creed, colour, ethnic or national origin, marital status, sexual orientation, disability, culture, religion or social background; also to the elimination of practices and procedures that would limit the employment prospects within the authority of current and future staff.

The authority recognises the importance of good employment practice as a corner stone for the effective delivery of service to the multi-racial community which it serves, and will aim to ensure that its policy is implemented in a manner reflecting the diversity of the population of the area it covers.

#### *Job summary*

The equal opportunities officer will advise the authority and its officers on all matters relating to equal opportunities and will assist the district personnel manager in implementing the authority's policy. The post-holder shall have access to all levels of management in order to ensure the effective performance of the duties required.

#### *Duties and responsibilities*

1. Policy development and promotion
  - 1.1 To act as adviser to the authority and its officers on all equal opportunities issues. This will include the identification of areas of concern, the development of strategies to deal with those areas and ensuring the implementation of agreed plans.
  - 1.2 To attend meetings of the district and unit management advisory boards when items with a major implication for equal opportunities are being discussed as requested by the district general manager, and present bi-annual progress reports to the authority via the district management board.
  - 1.3 To advise on the implications of law and good practice as it relates to equal opportunities.

- 1.4 To act as secretary to the authority's equal opportunities policy implementing committee.
- 1.5 To represent the authority at meetings of the King's Fund equal opportunities training forum.
- 1.6 To develop research initiatives in relation to equal opportunities aspects of the authority's work and promote positive action programmes.
- 1.7 To review annually, in line with developments, the equal opportunities policy and other policies and procedures to ensure they accord with the aims of the policy.
- 1.8 To liaise with managers in the design of action plans for equal opportunities development in their departments.
- 1.9 To establish links with local community groups, the local borough council, trade unions, NHSTA and other bodies concerned with the development and promotion of equal opportunities and seek to involve them in the development of the authority's policy.
- 1.10 In conjunction with the ethnic development worker, to actively promote the authority's policy in the community.
- 1.11 To identify and investigate possible sources of funding to assist in the implementation of the authority's policy.

## 2. Employment

- 2.1 To develop in conjunction with personnel officers, detailed programmes of action to promote equality of opportunity in employment within the authority, including the identification and promotion of schemes designed to remove unnecessary discriminatory barriers in the employment, training and promotion of staff within the authority.
- 2.2 To develop, in conjunction with personnel officers, monitoring systems (including record keeping) to establish the effectiveness of the programmes and policy.
- 2.3 To participate, on an 'ad hoc' basis, in the shortlisting and interviewing of staff to ensure that an objective and consistent application of the policy is carried out. To participate in ensuring the job descriptions meet the policy's requirements.
- 2.4 To develop, in conjunction with the personnel officers and the district training officer, training strategies and programmes for staff and to participate as a direct trainer as appropriate.

2.5 To work with the ethnic development worker in ensuring employment practices result in sensitive service delivery.

The post holder is required to undertake their duties with due regard to the principles and aims of the authority's equal opportunities policy.

*Qualifications/experience*

Relevant experience of equal opportunities policy and community work would be an advantage.

The ability to communicate clearly and to work on their own initiative on complex and sensitive issues is more important than formal qualifications alone.

NB: This job description will be reviewed with the postholder within a mutually agreed period of time.

**B. JOB DESCRIPTION: DISTRICT EMPLOYMENT ADVISER**

*Title of post:* Equal Opportunities Development Worker

*Job summary:* To work closely with the Director of Personnel in the implementation of the district equal opportunities policy and code of practice.

*Responsible to:* Director of Personnel

*Organisational relationships:*

Deputy Director of Personnel  
Assistant Personnel Manager (Manpower)  
Unit Personnel Managers  
District Training Manager  
Equal Opportunities Advisory Group

*Responsibilities and duties*

1. Policy development
  - 1.1 To advise the director of personnel and other senior managers about current issues and 'good practice' within equal opportunities.
  - 1.2 To act as secretary to the equal opportunities advisory group.
  - 1.3 To assist personnel managers in monitoring recruitment procedures and other personnel policies, ensuring that the requirements of the codes of practice are being met.
  - 1.4 To encourage in managers and staff an awareness of the employment needs of a multi-racial population.

1.5 To prepare written reports for the director of personnel to bodies such as the health authority, management boards, advisory group, staff consultative committees etc.

## 2. Training

2.1 To extend the provision of equal opportunities training in line with the provisions of the equal opportunities policy and code of practice.

2.2 To undertake agreed training activities including lecturing/teaching sessions.

2.3 To ensure, in conjunction with the district training manager and director of nurse education, that equal opportunities initiatives are being promoted through all in-service training programmes.

2.4 To provide an equal opportunities dimension to the district's induction programmes.

## 3. Monitoring

3.1 To analyse the computerised ethnic monitoring data, on an ongoing basis, to identify areas for action.

3.2 To develop and implement positive action policies to correct such imbalances as may exist.

3.3 To provide guidance and advice to the assistant personnel manager (manpower) in relation to ethnic monitoring.

3.4 To assist in the campaign to ensure the effectiveness of the monitoring exercise.

Action taken to date: September 1987

- establishment of equal opportunities advisory group
- DHA approval of equal opportunities policy and code of practice
- development of job share policy
- complete review of personnel practices and procedures including revised paperwork etc
- over 100 managers attended the equal opportunities and recruitment and selection course
- appointment of personnel manager to develop a computerised ethnic data base
- presently pursuing funding for the appointment of a second development worker with a primary interest in women's issues.

**C. JOB DESCRIPTION:  
DISTRICT SERVICE PROVISION ADVISER**

*Job title:* Ethnic Minority Health Officer

*Accountable to:* Chief Nurse/Director of Quality

*1. Job summary*

The job will drive five specific areas:

- networking communications with community leaders;
- the appropriateness and accessibility of present health services;
- planning and future provision of services;
- training;
- implementation.

The job holder will work with a steering group and will be charged with developing the interests of ethnic minority communities.

*2. Principal accountabilities*

- 2.1 Build up a network of communications between community leaders, the Community Relations Council, the Community Health Council, Health Authority members and staff, to facilitate health care needs of the relevant ethnic minority communities.
- 2.2 Assess the appropriateness and accessibility of available health services for local ethnic minority groups.
- 2.3 Provide information about the Authority's services translated into various languages and illustrated where necessary, using personal contact as well as modern technology (video, films etc).
- 2.4 Promote and preserve an understanding of different cultural identities within the communities, especially amongst young people.
- 2.5 Identify specific areas of need for action to ensure concentration of energy and real improvement of services given, communicate own action plan within and outside the Authority.
- 2.6 Assist managers, planners and the steering group in identifying initiatives which would progress the implementation of the Authority's strategy.
- 2.7 Identify and assist in the development of specialist services for the particular needs of the various ethnic minority groups.
- 2.8 Liaise with Social Services department and other joint providers in project development.



- 2.9 Develop a public relations plan to inform the public and staff.
- 2.10 Develop and implement appropriate training programmes.
- 2.11 Assist the Personnel Director in developing a policy of equal opportunity in employment.
- 2.12 Develop staff awareness of the multi-racial nature of the local population.

### *3. Performance planning and performance review*

After a suitable period in the post, the post holder will be asked to design a work plan in association with the steering group with a 'doable' timetable. The Personnel Director will review the work of the projects on a quarterly basis.

## **D. JOB DESCRIPTION: REGION EMPLOYMENT ADVISER**

*Job title:* Equal Opportunities Adviser

*Accountable to:* Regional Personnel Manager

*Reports to:* Personnel and Training Manager

### *1. Job summary*

To promote equal opportunities as a key employment issue and to ensure the implementation of the equal opportunities policy affecting staff directly employed by the Regional Health Authority, advising on issues of good practice.

The postholder will work primarily as a member of a small team which provides a comprehensive personnel service to the staff employed directly by the region (excluding medical consultants). The postholder will also be required to become involved with the equal opportunities advisers working in the 16 district health authorities.

### *2. Main duties and responsibilities*

Regional headquarters responsibilities

- 2.1 To develop further initiatives resulting from the implementation of the equal opportunities policy, for example policies on employing people with disabilities etc.
- 2.2 To identify trends in recruitment through analysis of data on ethnic origin, gender etc, and provide regular reports (for example, to individual Directors, the Regional Management Board or the Health Authority).

2.3 To advise on equal opportunities issues as they relate to employment practices.

2.4 To assist with the provision of training in equal opportunities.

2.5 To liaise with external bodies on equal opportunities issues as necessary.

### *3. Regional-wide responsibilities*

3.1 To liaise with District Equal Opportunities Advisers and establish regional working groups.

3.2 To assist with the development of a 'network', to exchange and share information about equal opportunities and the adoption of good practice by Districts.

3.3 To assist in coordinating information from district health authorities so that the Regional Director of Manpower can assess overall progress and provide an annual regional report.

This is an outline job description which may be subject to amendment in consultation with the postholder.

The postholder will participate in the NHS appraisal process, Individual Performance Review.

## **E. JOB DESCRIPTION: UNIT ADVISER, SERVICE PROVISION AND EMPLOYMENT**

*Job title:* Unit Equal Opportunities Officer

*Accountable to:* Unit General Manager

*Professionally responsible to:* District Equal Opportunities Officer

*Working relationships:* Unit Managers, Unit Personnel Manager, District Equal Opportunity Officer, Community Representatives, Equal Opportunities Implementation Committee Members, Unit Management Board Members, Equal Opportunity Agencies outside Authority, for example, Action for Disability

### *1. Job summary*

To be responsible for assisting with the implementation of the Authority's Equal Opportunities Policy at Unit level; to work closely with the Unit Personnel Manager regarding employment issues and to take initiatives and advise the Unit General Manager on service delivery issues.

## *2. Duties*

### *Policy development and implementation*

- 2.1 To assist in conjunction with other equal opportunities officers, the development, implementation and review of the Authority's equal opportunities policy.
- 2.2 To act as adviser to the Unit General Manager on all equal opportunities issues in the Unit.
- 2.3 To be professionally responsible to the District Equal Opportunities Officer on activities and progress within the Unit.
- 2.4 To discuss with managers design of action plans for equal opportunities development in their departments.
- 2.5 To work closely with the Unit Personnel Manager in the employment aspects of the implementation of the equal opportunities policy and the District Nursing Adviser on service aspects of care.

## *3. Employment and training*

- 3.1 To develop in close cooperation with the Unit Personnel Manager, detailed operational action programmes to promote equality of opportunity in employment, promotion, training and development of staff and to the removal of barriers to progress.
- 3.2 To implement in close cooperation with the Unit Personnel Manager training programmes for staff and managers and to participate directly as a trainer as appropriate.
- 3.3 To implement monitoring systems to measure the effectiveness of the equal opportunities policy, this to include ethnic monitoring and necessary audits and the effective and proper operation of the Authority's recruitment and selection procedures.
- 3.4 To liaise closely with staff representatives in relation to the above.

## *4. Service development*

- 4.1 To implement policies in cooperation with the Unit General Manager which will monitor and improve service delivery and care to disadvantaged groups.
- 4.2 To promote initiatives and bring to the attention of the Unit General Manager for action and decision, which will improve service delivery and care for minority groups.

- 4.3 To implement training programmes related to service needs and access to service which relate to equality of opportunity.
- 4.4 To liaise with staff representatives in relation to the above.
- 4.5 To ensure proper communication channels exist within the Unit on equal opportunities issues.

#### *General Information*

The Unit Equal Opportunities Officer will be based in the Personnel Department, and will be a member of the Unit Management Board and will be a key officer in developing policies and procedures for equal opportunities in employment and service provision. He/she will work very closely with the Unit Personnel Manager on employment issues. His/her work will be coordinated together with the other Equal Opportunities Officer by the District Equal Opportunities Officer who will make regular reports to the Equal Opportunities Implementation Committee on activities and progress.

### F. JOB DESCRIPTION: OUTREACH WORKER

*Job title:* Outreach Worker

*Responsible to:* Equal Opportunities Officer (Employment) and Director of Nurse Education

*Background:* The health authority has approved an equal opportunities policy designed to ensure that no job applicant or employee receives less favourable treatment on the ground of sex, marital status, race, religion, creed, colour, ethnic origin, disability or conditions or requirements which cannot be shown to be justifiable on work related grounds.

#### *1. Purpose*

This is a development post with emphasis on increasing local awareness, particularly amongst the ethnic groups, of the nurse training opportunities within the school of nursing. The post holder will be a registered nurse or have a sound knowledge of nursing. A clear understanding of the educational and practical demands of nurse training is required together with a knowledge of the education system and local schools and a particular interest in the career opportunities for school leavers. By the very nature of the role the hours would need to be flexible and there is opportunity for job sharing.

2. *Main areas of activity*

- 2.1 Developing further the initiatives to recruit from the local community for nursing education programmes.
- 2.2 Informing careers services and careers officers of information related to the opportunities for nurse training within the school of nursing.
- 2.3 Updating the recruitment literature for the school of nursing, particularly in relation to its appeal to ethnic groups.
- 2.4 Participating in careers symposium and other activities promoting recruitment to nursing, particularly amongst ethnic groups.
- 2.5 Linking with staff of schools with a high proportion of ethnic minority pupils to promote nursing as a career and the programmes offered within the school of nursing.
- 2.6 Informing local community relations councils and other local groups of opportunities within nurse education.
- 2.7 Contacting groups with particular contact with black school leavers to promote the opportunities available within the school of nursing.
- 2.8 Assisting with the recruitment to the access course for nursing training.

## EQUAL OPPORTUNITIES TASK FORCE

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### CHAIRMAN

Thelma Golding      Chairman, Hounslow & Spelthorne Health Authority

### MEMBERS

Dwomoa Adu      Consultant Physician and Nephrologist,  
Queen Elizabeth Medical Centre,  
Birmingham

Carol Baxter      Researcher and Trainer in equal  
opportunities issues, health and race

Margaret Attwood      Manager of Organisational Development  
Mid-Essex Health Authority

Bryan Carpenter      Director of Manpower, Plymouth Health  
Authority

Mary Coussey      Director, Employment Division,  
Commission for Racial Equality

Howard Fried-Booth      National Health Service Training  
Authority

Robert Maxwell      Secretary and Chief Executive Officer,  
King Edward's Hospital Fund  
for London

Kumar Murshid      Chairman, Tower Hamlets Health Authority  
Members Equal Opportunities Committee

Asmina Remtulla      Health Visitors Association

Peter Westland      Association of Metropolitan Authorities

Peter Wormald      Director of Operations (Personnel),  
NHS Management Board

### STAFF

Barbara Ellis      Chief Officer

Barbara McCalman      Project Officer

Joy Gay      Information Officer

Helen Francis      Secretary to the Task Force

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