



Stephanie Segal Consultancy Ltd

DIVERSITY CONSULTANCY AND TRAINING

1992 - Present: **Stephanie Segal Consultancy Ltd** - Organisational Consultants

We are an organisational consultancy currently working with 50 associates and 100 trainers. **We are accredited/registered consultants** (50+) for local authorities, Government Departments, the public sector, the NHS, professional bodies, national and multi-national companies.

Stephanie Segal Consultancy Ltd is an organisational consultancy specialising in valuing diversity, strategic leadership, management development and change management consultancies. Consultancy has included Equality Auditing Strategically on the Commission for Racial Equality Standards, working at executive level, designing and delivering appropriate training for all staff, working with public sector bodies on developing their Race Equality Schemes and action plans and their implementation, with an emphasis on service delivery and appropriate training.

We have carried out Diversity Equality Audits throughout the public sector, auditing all areas of equality and developing appropriate recommendations and training plans with specific emphasis on the **Amendment to the Race Relations Act**. This has included consultancy and training on Impact Assessment, Race Equality Schemes and related action plans, as well as consultancy and training for all staff covering the responsibilities of public sector bodies to comply with the General and Specific Duties of the ARRA.

We offer specific consultancy on **Race, Religious and Cultural Awareness in the Workplace** with an emphasis on human resources issues, understanding clients, working with **hard to reach** communities, consultation and developing appropriate service delivery. We regularly offer consultation and train managers and staff on valuing diversity, Recruitment and Selection, grievance and disciplinary procedures, racial and sexual harassment, disability awareness, religious and cultural awareness, bullying and harassment and discrimination legislation, advising organisations on their legal responsibilities and **good practice**. We have developed consultancy on discrimination legislation, briefings, training, action learning sets and development programmes, consulting to numerous different service areas on integrating diversity initiatives. We have written manuals, policy documents and training packs on all aspects of diversity.

We are lead consultants to many organisations (including a London local authority) on Recruitment and Selection, with much emphasis on diversity legislation for managers with a specific emphasis on **good practice** in HR Management and recent case law from employment tribunals. We have recently produced a series of training and policy briefings on the new Disability Discrimination Guidelines for October 2004. We regularly consult on **good practice** in diversity in HR with much emphasis on recruitment, career development, grievance and disciplinary procedures, preventing bullying and harassment and positive action programmes.

We have developed comprehensive guides and intranet sites on *Religious and Cultural Diversity in the Workplace – A Guide For Managers* for two Government Departments and have presented several seminars on these issues to more than 400 civil servants of Government Departments. We developed a series of Toolkits on good management practice for a Government Department in printed and intranet versions, commended by an external body as **good practice**. We have also been the main diversity providers for NHS and numerous public sector bodies on comprehensive diversity awareness training programmes, including much service specific training. We offer a large range of training courses on all aspects of mainstreaming diversity into the workplace. We also offer **Bullying and Harassment** and **Ethics in the Workplace** training for several public sector bodies and multi-national companies.

Recent consultancy and training have focused on race, religious and cultural awareness, training on Part 111 of the Disability Discrimination Act, bullying, investigation of racial, sexual and other forms of harassment including harassment against homosexual staff in a local authority setting and a Muslim member of staff working for a charity. Large projects have included a claim of racism and interviewing all 29 members of staff of a large NHS hospital department, a claim of racial harassment in a public sector body and the investigation of that claim by interviewing 22 staff, and the investigation of sexual harassment in a senior management team in the public sector. We have conducted numerous workplace investigations, including the working of a regional office of a large charity and a multi-national company, whistle-blowing, health and safety and equal opportunities issues. We have also worked with staff on an individual basis on these issues and with organisations developing appropriate policies, procedures and training.

We offer consultation and training in the areas listed below. This has included consultation to senior management, policy development and implementation, HR policies and procedures, manuals, training, the production of Managers' Toolkits and training programmes:

- *Appraisal*
- *Bullying In The Workplace*
- *Carrying Out Investigations*
- *Coaching And Mentoring*
- *Counselling In The Workplace*
- *Disability Awareness*
- *Disability Discrimination Act 2004*
- *Diversity Awareness*
- *Drug And Alcohol Abuse*
- *Grievance And Disciplinary Procedures*
- *Guidelines On Religious And Cultural Awareness*
- *Managing Absence/ Sickness*
- *Managing Capability*
- *Managing Investigations*
- *Racial And Sexual Harassment,*
- *Recruitment And Selection (Equal Opportunities)*
- *Religious And Cultural Awareness*
- *Supervision*
- *Work-Life Balance*
- *Workplace Mediation*

We have also carried out specific mentoring and coaching schemes for Black and Minority Ethnic staff and developed positive action programmes.

We offer a range of three day courses on Recruitment and Selection (Equal Opportunities), covering the legal framework, **good practice** and carrying out all the stages of an Equal Opportunities interview.

We also offer specific training on Recruitment and Selection for staff working with children. This incorporates all the recent recommendations of the Bichard Inquiry together with Warner, Waterhouse & Utting. This detailed and specialised course enables organisations to train staff in the importance of their role in the safe recruitment of staff working with children, and their responsibility to question, probe and counter-question appropriately during the recruitment process. It also details the various steps to verify identity, record interviews appropriately and to carry out detailed checks at each stage. We offer a specialised version of this course for staff working with vulnerable adults. All Recruitment and Selection courses contain formal panel interviews with actors.

We have developed a very comprehensive programme on carrying out investigations, covering in detail the process, planning the stages, the interviewing of key staff, witnesses and report writing of the findings.

ORGANISATIONAL CONSULTANCY AND TRAINING

- **Facilitated Team Meetings:** Facilitating senior managers meeting on an ongoing basis, helping teams discuss issues and resolve issues constructively; identifying inter-professional issues, boundaries, complexities of management; analysing past experience as a basis for generating new ideas about the functioning of the organisation; creating a vision for the future; valuing diversity; motivating, engaging and developing others; enhancing effective decision making processes; flexibility and responsiveness of approach; identifying stressful organisational and managerial issues and responding appropriately.
- **Leadership Development Programmes:** Enabling Leaders to evaluate their managerial style across a range of strategic/operational areas; managing change; helping the leader identify the strengths and limitations of their own style of managing and leading; recognising how leaders manage and motivate others and areas for further development including reviewing the ability to work across professional and organisational boundaries.
- **Modular Leadership Development Workshops designed to leadership needs**
- **Action Learning Sets:** Groups consist of six to eight leaders and a facilitator. The Action Learning Set enables managers to develop work practice with colleagues working at the same managerial level, evolving advanced thinking about the complexities of managing. Each session is focused on a case study and/or presentation, suggestions of appropriate reading matter, focused discussion on areas of management, a review of communication, boundaries, staff management and motivation and organisational dilemmas. Depending on the requirement of the group (discussed at the first session) there may be an opportunity to develop an individual coaching element into the sessions.

- **Coaching and mentoring programmes for public sector managers:** Specific coaching and mentoring programmes. We work with managers across a range of personal and professional development areas and examine strategic/operational management issues. Much of this work focuses on the personal and professional development of senior managers, helping them to enhance their leadership skills and enabling them to motivate and lead staff teams working in a constantly changing environment.

EXAMPLES OF RECENT CONSULTANCY

- Managing diversity – consultation to staff team working with different religions and cultures. Emphasis on religious and cultural awareness, recognising the implications of different religious practices in the workplace and the needs of staff and clients.
- Equalities training at all levels, exploring attitudes to difference (age, disability, gender, race, religion, sexuality and those socially excluded), prejudice, discrimination and stereotyping.
- Working with the senior management of an organisation on their Race Equality Scheme and action plan. Consulting and training on managing and valuing diversity into service delivery. Integrating anti-discriminatory work practices into organisational and strategic planning, performance indicators, policies and procedures. Monitoring and evaluation.
- Training for a Government Department on religious and cultural awareness so that (a) managers can be more aware of specific needs of staff they manage and (b) service delivery can be enhanced.
- Consultation on the Amendment to the Race Relations Act and Race Equality Plans and action planning. Service Planning for all legislation and government initiatives with specific expertise on the Sex Discrimination Act, Race Relations Act, Disability Discrimination Act, the Human Rights Act, Employment Equality (Religion or Belief) regulations, the Employment Equality (Sexual Orientation) regulations and discrimination legislation training for staff at all levels.
- Trained over 10,000 staff in awareness of bullying and harassment, diversity, equalities awareness, performance management, *Recruitment and Selection, Racial and Sexual Harassment, Mediation Skills, Racial Awareness and Valuing Diversity*.
- Consultant to a Local Authority developing a new approach to Recruitment and Selection training. Major emphasis on understanding the roots of discrimination, stereotyping and prejudice in addition to employment legislation including case studies from employment tribunals. Participants draft job descriptions/person specifications, practice interview techniques and assessment, working with actors to carry out mock interviews.
- Consultancy to public sector bodies on the development and implementation of the Action Plan of the Race Equality Scheme.

- Developing comprehensive organisational major change programmes including the development of new HR procedures: *Recruitment And Selection; Appraisal; Bullying In The Workplace, Counselling In The Workplace, Disability Discrimination Act, Grievance And Disciplinary Procedures, Racial And Sexual Harassment Policy Development* with appropriate performance indicators.
- Organisational consultancy to an international organisation on gender issues, developing policies and procedures that link into service delivery with an equality focus. Consultant to visiting governmental delegations on mainstreaming equality.
- Organisational development of cross-cultural policies. Working with managers analysing their attitudes to cultural roles and how this affects their working practices (e.g. attitudes to domestic violence, bullying, racial, religious or sexual harassment).
- Facilitating the resolution of difficulties faced by staff teams with specific problems (racism; adapting to new international management; managing change after restructuring and new legislation; mergers of two organisations; reorganisation of staff teams and new government regulations).
- Facilitating discussions of a split staff team experiencing difficulties after a member of staff was dismissed for racist behaviour.
- Executive leadership programmes linked to valuing diversity initiatives.
- Valuing diversity and service delivery: understanding customer/client needs and matching services. Equality awareness.
- Development of sexual and racial harassment policies, procedures and training for organisations experiencing an increase in number of employment tribunal cases. Training all staff in awareness of bullying and harassment. Training for members of racial/sexual harassment panels.