



**RCN**

Professional Services

# RCN Cultural Ambassador Programme

How to guide



Royal College  
of Nursing



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# RCN Cultural Ambassador Programme

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# Purpose of this document

This document provides background and the evidence base for the development of the Royal College of Nursing (RCN) Cultural Ambassador (CA) Programme. It is intended to guide and support a collaborative and systematic approach to implementation of

the CA programme within an organisation. The document is aimed at programme commissioners including board level and senior personnel, equality, inclusion and workforce development leads, staff networks and staff side.

## Background

The RCN Cultural Ambassador Programme was conceptualised, developed and launched in 2014 by the RCN West Midlands leadership team, in partnership with internal and external equality and inclusion expertise. Its initial intention was set to ensure that staff from a Black Asian Minority Ethnic (BAME) background are treated fairly in disciplinary and grievance hearings. However, after numerous testing and pilot

programmes, the need for the programme to focus on additional systems and processes and other protected characteristics has provided enough evidence for a need to diversify the delivery of the programme.

The aim of the programme is to question and interrupt systems and processes that leave BAME people having poorer outcomes and experiences than their white colleagues.

# Foreword

It gives me the greatest pleasure to welcome your organisation to the RCN's Cultural Ambassador Programme. The programme, which was first piloted in the West Midlands region, provides an opportunity for you to join an ever-growing number of organisations who are committed to addressing workplace inequality and create cultural change in implementing systems and processes where staff can be disproportionately affected.


As listed in this document, there is an insurmountable amount of evidence to substantiate the claims of systematic inequality and the impact that this can have on staff members due to the personal protected characteristics. We can no longer sit back and accept this status quo as we are duty bound under the Equality Act 2010, the Workforce Race Equality Standards and the Workforce Disability Equality Standards to implement initiatives and convey action to deliver sustainable change.

In addition, the impact of COVID-19 and the impact of the death of George Floyd,

which gave worldwide recognition to the Black Lives Matter movement certainly accentuates why there must be a sustainable and enduring commitment for change.

The RCN Cultural Ambassador Programme is a targeted initiative that is perfectly suited to supporting your organisation to deliver on these changes. We will work in partnership with you to ensure you get the very best out of the investment that you are making in the volunteers taking on this challenging role.

I thank you for making this commitment and look forward to hearing of your successes in the near future.



**Professor Dame Donna Kinnair DBE**  
Chief Executive and General Secretary  
Royal College of Nursing

# 1. Making the case for change

## 1.1 Background

Previous research demonstrated that NHS staff from Black, Asian and Minority Ethnic (BAME) backgrounds often experience inequality, discrimination and prejudice in the workplace (Kline 2014).

Archibong and Darr (2010) reports that BAME staff are over-represented in the national figures outlining the number of grievances, investigations and disciplinary hearings against NHS staff.

Sprinks (2014) and Archibong and Darr (2010) identified that BAME nurses are over-represented during disciplinary proceedings.

Indeed, whilst BAME nurses make up 19% of the nursing workforce in England, disciplinary data for 2013 suggests that BAME nurses accounted for more than 25% of cases (Sprinks, 2014). This study also highlighted that in a significant number of organisations BAME nurses accounted for more than 50% of disciplinary cases. Furthermore, of the 38 organisations that provided suitable data for the study conducted by Sprinks (2014), 12 reported that BAME nurses accounted for more than 40% of referrals to the Nursing and Midwifery Council in 2013.

These findings suggest that nursing staff with BAME heritage are highly over-represented during formal investigation and disciplinary processes in the NHS.

Bennett et al (2016) set out the case for change in their comprehensive evaluation of the impact of RCN West Midlands' Cultural Ambassador Programme on the disciplinary experiences of Black and Ethnic Minority Staff as detailed below.

As a result of the Cultural Ambassador Programme a number of trusts have seen a reduction in the levels of sanctions imposed on BAME staff facing disciplinary

actions. There has also been a reduction in the number of dismissals of BAME staff in participating trusts when compared to previous years. In addition, trusts have experienced a reduction in the number of BAME staff being investigated in the first instance. (Bennett, C., Preece, E., Farquharson, N., Bradley, E. (2016)).

## 1.2 The Cultural Ambassador Programme objectives:

- BAME staff will have improved outcomes and confidence in organisational formal processes
- issues of a cultural nature and cultural bias will be identified and addressed during the formal process
- reduce the number of incidents where BAME staff are subjected to investigations or disciplinarys
- the training and ongoing support of the cultural ambassador (CA) will equip them to carry out their role and enhance their confidence
- CA will be a legitimate part of organisational informal and formal processes, where applicable
- CA will be able to disseminate their learning amongst colleagues to enable a better understanding of the nature and effect of discrimination, cultural bias and the impact of cultural behaviour
- the programme can be seen as a development opportunity for potential CA.

## 1.3 Tools and standards to support the case for change

- The Workforce Race Equality Standard (WRES)
- The Workforce Disability Equality Standard
- The NHS Equality Delivery Standard 2 (EDS 2)
- The Pre-Cultural Ambassador Programme Data Information
- Equality Act 2010 and the Public Sector Equality Duty
- NHS Constitution

Please find more details in the reading list and the enclosed appendices.

## 1.4 Gathering evidence for the case for change

National research and data to inform change is important, however, it is essential to have data relevant to the local organisation or system. The Workforce Race Equality Standard (WRES), The Workforce Disability Equality Standard (WDES), The NHS Equality Delivery System and the completed Pre-Cultural Ambassador Programme Data Information questionnaire will enable the gathering of this data information. This will be vital for the evaluation stage of the programme for each individual trust. It is also important to gather staff stories and qualitative evidence to support the evaluation and case for change.

Other documentation to support the case for change would include the Equality Act and Public Sector Equality Duty and the NHS Constitution.

It is crucial to gain the commitment of the leadership and management team within the organisation to ensure a smooth facilitated introduction of the programme into the organisation. There are several key documents within this guide which will support the 'case for change' process.

## 2. Programme's themes and sessions

### SESSION 1 (HALF DAY)

- Welcome and introductions
- Introduction to the programme
- What I want to do more about – personal learning goals
- Why is this work important?
- Role of the Cultural Ambassador
- Reflection: Defining success – group discussion
- 'I can do' model of leadership
- Inclusion conditions – group discussion
- Self-reflection as a leadership trait
- Summary of the day and questions

### SESSION 2 (HALF DAY)

- Welcome
- Reflections from session 1 – What are you curious about today?
- Everyday discrimination
- Aggression and inequality: In miniature
- Conscious and unconscious bias
- Summary of the day and questions

### SESSION 3 (HALF DAY)

- Welcome
- Reflections from session 2 – What are you curious about today?
- The iceberg – policy, process, rules, explicit
- Trust your canary
- Your experience
- Bias and its impact
- Tools for talking – Johari Window, Problem and Outcome Frame, CPR
- Crucial conversations
- Using fascination
- Equality Act 2010: Public Sector Equality Duty
- Equality Delivery System (II)
- Workforce Race Equality Standard
- Summary of session 3 and questions

### SESSION 4 (HALF DAY)

- Welcome
- Introducing the role play
- Role play
- End of day and evaluation



## 3. Recruitment and Retention of Cultural Ambassadors

### 3.1 Criteria for selecting the Cultural Ambassador – What key skills are needed?

The Cultural Ambassador will be required to demonstrate the following:

- Effective communication skills and ability to influence and challenge in a diplomatic, or appreciative enquiry manner that is supportive of peers and colleagues
- A good understanding of equality and cultural issues from an organisational perspective
- Ability to influence the promotion of good working practice and influence others
- Strong analytical skills to review a variety of data and develop a range of options
- A basic understanding of Equality and Human Rights legislation
- Assertiveness, self-confidence and self-motivation
- To be solution focused in order to support peers and colleagues and find satisfactory outcomes
- Ability to provide accurate reports and keep confidential records
- A working knowledge and understanding of the following policies:
  - Bullying and Harassment
  - Grievance and Disciplinary policy and procedure
  - Equality of Opportunity in Employment
  - The undertaking of Equality Analysis
  - Recruitment and selection policy and process

## 3.2 The Cultural Ambassador Recruitment: Screening questions

The following screening questions may be used to support the recruitment process to assess skills, knowledge and experience appropriate for undertaking the Cultural Ambassador role.

<b>Full Name:</b>			
<b>Band/Grade:</b>	<b>Place of Work:</b>		
<b>Contact Details:</b>	<b>Responses:</b>	<b>Remarks:</b>	<b>Score 1-5</b>
<b>Tel Number:</b>			
<b>1. Please explain why you are interested in the role of the Cultural Ambassador and what skills and competencies you have that will support you in the delivery of the role?</b>	Influencing, diplomatic, effective communicator, assertive, report writing, analyse and use data information, passion for fairness, make a difference and help others, support organisational change.		
<b>2. Much of the role will be to follow either employment relations process or the recruitment and selection process. How do you think the Cultural Ambassador role will enhance these processes?</b>	Supporting and advising the employment relations or the disciplinary panels. Applying understanding of "bias" to the process. Understanding that personal protected characteristics may or may not play a part of the process. Supporting the organisation to role model an open and transparent culture for resolving issues and fair recruitment processes. Develop rapport or conversation that will encourage better understanding.		
<b>3. Please tell us what you understand about equality legislation, such as the Equality Act and the Human Rights Act?</b>	Different types of discrimination, personal protected characteristics, Fairness, Respect, Equality, Dignity and Autonomy (FREDA), Public Sector Equality Duty, Equality Delivery System, NHS Constitution.		
<b>4. Give us an example of when you have had a conflicting view with another team member or manager and how you have resolved it?</b>	Effective communication, listening skills, influencing skills, showing understanding, empathy, diplomacy, being appreciative.		
<b>5. How do you think unconscious bias can or may have an impact on staff in the workplace?</b>	Can lead to discrimination, unnecessary or unwarranted disciplinary, limited development or promotion opportunities, exclusion, micro-management, ineffective management, lack of support leading to errors and failures.		
<b>Official Use:</b>			

## 4. Training programme for the Cultural Ambassador

The programme is delivered over four half days virtually or three face to face days. It is expected that the CA would have had some exposure to the respective organisational processes prior to the programme or as soon as possible after the training; certainly, before undertaking the role fully.

The final session is a role play scenario where the CAs are observed in practicing their skills in a controlled environment with professional actors.

The role play will allow the Cultural Ambassador to put into practice the learning from the observation and training in a safe environment.

The Cultural Ambassador will be supported through action learning sets. In the first instance, action learning will be facilitated by the RCN with the expectation that the set will be self-managed internally, after an agreed period. Action learning is an essential part of the CA programme implementation and as such, it is an expectation that all CAs will attend.

### Learning outcomes

- Understanding of the role and boundaries of a Cultural Ambassador and who they will be working with in the organisation
- Understanding of what good workplace culture looks like and working with others to influence and promote cultural change
- Understanding of equality, diversity and human rights legislation and know how to use these to influence and promote fair outcomes across systems and processes
- Understand how to develop effective working relationships and know how to work with partners and stakeholders to influence and promote inclusivity
- Understanding, advocating and influencing from an inclusion perspective
- Explore own transferrable skills and know how to apply these in the role as the Cultural Ambassador
- Cultural Ambassador will be provided with a number of tools to explore systemic issues and develop dialog

## 5. Process set up

### 5.1 Organisational policy amendment

It is vital that policies to support the programme are in place within the organisation to avoid misunderstandings. Therefore, it is suggested that the following amendment is added to relevant policies:

*“A Cultural Ambassador will be assigned to this process wherever possible and will be a full member of the decision-making process.”*

This should be followed by an announcement, in which ever manner, to ensure that general information is communicated to all staff, i.e. it may be an email to all staff, inclusion in a weekly brief, etc. The important thing is that it is sent out to all staff and that the programme is promoted and known to all employees.

### 5.2 Case assignment

The method of assignment will be agreed locally and will depend on local systems. The responsibility for this can be undertaken by a HR Manager in accordance with the allocation of case template (see appendix F). Alternatively, the Trust may wish for the local lead of the programme to do this. This aspect should be discussed with HR and the Trust’s programme lead. It should be agreed that whoever takes the responsibility for case assignment, the information should be cascaded to the programme lead and again, by whatever route negotiated and agreed.

## 6. Monitoring and evaluation

### Recording involvement and outcomes for evaluation

The involvement of a CA assigned to cases can be recorded on the Case Questionnaire template (see appendix G). The assigning officer should send a copy of this form to the Trust's programme lead at the end of each month. These, together with the questionnaires and the Pre and Post Programme Data Information questionnaire, will provide the hard data for evaluation.

Monitoring outcomes will be ongoing throughout the programme. The mechanisms for collecting the information and data will be achieved through surgeries, local intelligence and feedback from the Trust's

programme lead, and scrutiny of the Case Questionnaire. Any issues that arise should be addressed as quickly as possible.

It is important that the evaluation is standardised, whether conducted by the RCN or an independent organisation. The same system should apply consistently across the breadth of the programme in order to get measurable outcomes to demonstrate impact. By standardising the evaluation, a benchmark can be achieved against which organisations can measure themselves, offering an opportunity for reflection on reasons for the local difference.

## 7. Frequently asked questions

### **Can anyone be a Cultural Ambassador?**

This will depend on the commissioning organisation. The programme offers a flexible approach to meet the needs of the client. There will always be an emphasis that the original intention of the programme is to empower BAME staff to be instrumental in the delivery of the programme.

### **Why do you need to be of BAME heritage?**

The origins of the programme have been and remains to address the disproportionate impact on BAME staff when involved in informal and formal processes. The programme has been co-designed, and a key requirement is that it remains co-delivered in its implementation.

Initial evaluation has identified that staff from a BAME background have more confidence in formal processes being fair when a BAME Cultural Ambassador is assigned to the process.

### **Do you need to be a member of the RCN to become a CA?**

No, they don't have to be a member of any union or professional body.

### **What experience is required?**

None, but they need to be able to undertake the basic role requirements as detailed in the role profile.

### **Does the CA have to attend a course?**

Yes, they will have theoretical training and the opportunity to observe and role play formal processes.

### **Does the CA need permission from anyone?**

Yes, their manager, and this needs to be verified on the Expression of Interest form.

### **Does the CA have to do this work in their own time?**

No, they will be released from their substantive role.

### **What support is provided post training?**

The RCN will provide bimonthly action learning sets to CA and monthly meetings with local programme leads. In addition, the RCN will also deliver a self-care workshop to CAs. It is also envisaged that local leads will meet with their CAs on a monthly basis.

### **Does the CA support the member of staff involved?**

No, the CA is a full member of the process being undertaken. In the event of an employee relations issue, the member of staff will be represented by their union official or a member of staff side.

### **Would the CA be assigned to a case that involved a relative, friend or someone they worked with?**

No, they will not be assigned to anyone they work with. If they are assigned to a case that involved a relative or friend, they would inform HR or the programme lead, that they cannot be involved in the case as it would constitute a conflict of interest.

### **What happens if the CA is assigned to a case and their manager cannot release them?**

The Trust has agreed to release the CAs. If they are unable to be released on the grounds of the needs of the service, their manager should have a discussion with HR. The CA will inform the Trust's programme lead that this has happened. If it happens regularly, the Trust's lead or the RCN will discuss the matter with HR and/or other senior managers.

### **Does the CA have to write a report or anything like that?**

No, but they must ensure that they collect the data required on questionnaires. In addition, they are to be sighted on the final report and where necessary their perspective or contribution is recorded.

**Does the CA have to sign a confidentiality clause?**

No, as a member of staff they are bound by confidentiality, and this must be strictly observed during their involvement in formal processes.

**How many cases will the CA be assigned to?**

This will depend on the number of cases within the Trust, the capacity of the CA and the needs of the service.

**What if the CA has a problem during a case?**

They can discuss any immediate problem with the chair of the panel, the lead investigating officer or whoever has immediate responsibility of the process being undertaken. They can also discuss the matter later with the Trust's Diversity Lead, project implementation lead or with the RCN lead.

**What happens if the CA decides at any time that they don't want to continue in the role?**

The CA role is voluntary. The Trust will invest heavily in them to enable them to undertake the role, so we recommend that they think carefully about whether this is the sort of thing they would like to do.

We would like them to let us know and if they required additional support, we would try to provide it, but they can cease the role at any time.

**What will happen after the initial 12 months programme implementation is completed?**

The commissioning organisation has full responsibility of the programme and the RCN plays a supporting role. The organisation will decide on next steps based on the evaluation of the programme.

**How will we know if implementation has been successful?**

The programme will be fully evaluated at 18 months. It is vital that the required data is collected on every occasion during the implementation stages.

# References

Archibong, U., Darr, A., (2014) *The involvement of Black and Minority Ethnic Staff in the NHS Disciplinary Proceedings. A report of research carried out by the Centre for Inclusion and Diversity*, University of Bradford on behalf of NHS Employers and NHS Institute for Innovation and Improvement. [www.nhsemployers.org/~media/Employers/Documents/SiteCollectionDocuments/Disciplinary%20Report%20Final%20with%20ISBN.pdf](http://www.nhsemployers.org/~media/Employers/Documents/SiteCollectionDocuments/Disciplinary%20Report%20Final%20with%20ISBN.pdf)

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NHS Workforce Race Equality Standard (WRES) [www.england.nhs.uk/about/equality/equality-hub/equality-standard/](http://www.england.nhs.uk/about/equality/equality-hub/equality-standard/)

NHS England Equality Delivery System (EDS 2, 2017) [www.england.nhs.uk/about/equality/equality-hub/eds/](http://www.england.nhs.uk/about/equality/equality-hub/eds/)

NHS Constitution for England [www.gov.uk/government/publications/the-nhs-constitution-for-england](http://www.gov.uk/government/publications/the-nhs-constitution-for-england)

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# Appendices

## Appendix A Cultural Ambassador: Information for investigating teams and panels

### The aim

The primary aim of the Cultural Ambassador is to address the disproportionate impact of BAME staff entering informal and formal processes. The Cultural Ambassador will be a full member of the process to support and advise as necessary.

### The role

The Cultural Ambassador's role is a voluntary role within the Trust. They will provide independent advice and guidance to investigating team and disciplinary or grievance panels when they are investigating or considering allegations for or against a Black and Ethnic Minority member of staff. The Cultural Ambassador is to be a full member of the team involved in any of the above. The project has the full support of the executive team and endorsed by the Trust's Equality Panel.

The Cultural Ambassador may ask questions of any staff member or witnesses that are relevant for the clarification of issues during any of the processes. If an issue is identified or the CA has concerns out their remit, they are to bring this to the attention of the person responsible for the relevant process.

### CA's self brief

My name is ..... and I will be the Cultural Ambassador appointed to this process. I am a full member of the panel and I am here to provide assurance that the process applied is fair and equitable. I am a member of the investigating team and I am here to identify any cultural issues which may affect your case. Although most of the questioning will be carried by the chair, I may need to ask my own questions to clarify some points or improve my understanding of some situations.

At some point during the process you will be provided with a questionnaire, it would be greatly appreciated if you could complete this and return to me.

Thank you.

# Appendix B

## Cultural Ambassador: Role profile and role requirements

The primary aim of the Cultural Ambassador is to address the disproportionate impact of BAME staff entering informal and formal processes. The programme is aimed directly at WRES, WDES data to:

- reduce the number of BAME staff disproportionately affected by the employment relations process
- improve the experience of BAME staff whilst in the informal or informal processes
- improve the experience of BAME applicants in the recruitment and selection process.

### Time commitment

The programme lead will ensure that Cultural Ambassadors are not allocated to cases within their own operational area. It is expected that each CA will pick up cases relevant to their capacity and will be released from their day to day role. The expectations will be as follows:

- commitment to attend the full training programme four virtual half days or three face to face days
- support in the provision and collection of data relevant to the programme
- attendance at bimonthly action learning sets.

### Role requirements

A Cultural Ambassador will be required to demonstrate the following:

- effective communication skills and able to influence and challenge in a diplomatic, or appreciative enquiry manner that is supportive of peers and colleagues

- a good understanding of equality and cultural issues from an NHS and the organisation's perspective
- be able to influence promoting of good working practice
- strong analytical skills to review variety of data and develop range of options
- a basic understanding of Equality and Human Rights legislation
- assertive, self-confident and self-motivated
- to be solution focused in order to support peers and colleagues and find satisfactory outcomes
- ability to provide accurate reports and keep confidential records
- a working knowledge and understanding of the following policies:
  - Bullying and Harassment
  - Grievance and Disciplinary Policy and Procedure
  - Equality of Opportunity in Employment
  - The undertaking of Equality Analysis
  - Recruitment and Selection Policy and processes.

### Assignment to a hearing

The Cultural Ambassadors is to be a full member of the panel. They will be there to provide advice and guidance as required to the panel on their observations in relation to cultural issues.

If an issue is identified, or the Cultural Ambassador has concerns outside their remit, they are to bring this to the attention of the chair of the relevant panel or hearing,

or the commissioning manager, however not directly to the member of staff or witness(es).

The Cultural Ambassador may ask questions of any staff member or witnesses that are relevant to the clarification of cultural bias during any of the above processes.

Any recommendations made by the Cultural Ambassador in relation to cultural issues will go into the main body of the report.

## **Recruitment**

The Cultural Ambassador will be a full member of the recruitment and selection panel from the onset and be part of the shortlisting process. Their scores and assessments will be considered as a part of the process.

## **Introduction**

The Cultural Ambassadors will introduce themselves before every meeting and outline their role to all parties.

## **Confidentiality**

All Cultural Ambassadors are employees of the Trust and are bound by the same rules regarding confidentiality as all other Trust employees. No information will be shared with anyone outside of the investigation.

# Appendix C

## Flyer for seeking volunteers – a pioneering new role for champions of fairness at work



Add organisational logo



### What is the role?

It is a voluntary role, established by the Royal College of Nursing in partnership with your employer. You will be a member of investigating teams, hearing or disciplinary panels and recruitment and selection processes.

**The aim** of the Cultural Ambassador is to address the disproportionate impact on BAME staff when involved in informal or formal processes, reduce the number of BAME staff entering the employee relations process, improve the experience of staff in the employment relations process and address the disproportionate impact of BAME staff in the recruitment and selection process.

**Applying for the role:** We are looking for staff from a BAME background from across all bands/grades and disciplines to participate in the programme.

**Training requirements:** You will undergo a comprehensive training programme to prepare you for the role, as well as a 12-month support package for your continuous development in the role.

**Interested?** In the first instance contact (*named person with organisation and their email/phone number*). Places are limited and selection will be on a first come, first served basis. The closing date for enrolment is (*insert date*).

# Appendix D

## Expression of interest template

Name of the organisation – Cultural Ambassador Programme	
Full name:	
Banding:	Place of work:
Contact details:	
Tel number:	
1. Please explain why you are interested in the role of a Cultural Ambassador.	
2. What are the skills you will bring to the Cultural Ambassador role? (Please provide evidence on how you have met or demonstrated the requirements for the role).	
3. How will being a Cultural Ambassador support you in your current role and future development?	
Manager's endorsement:	
Manager's name:	Manager's signature:
Official use:	

# Appendix E

## Template letter from CEO to Cultural Ambassador

Date

Dear

### **Cultural Ambassador Programme**

I would like to take this opportunity to give my sincere congratulations to you on being selected to be one of the Trust's Cultural Ambassadors. Although this is a voluntary role, I cannot empathise strongly enough what an important role you are undertaking in relation to the potential impact that such a project can have on the staff and process we follow.

As the Chief Executive, you can be assured that you have my full support in the task that you are undertaking in order to make a difference in the way we do things here at (name of organisation) ..... You will receive comprehensive training that will enable you to fulfil your role and I am also informed that there will be action learning sets and peer support made available that will provide on-going learning for your development.

Once again, very well done and good luck with this fundamental role of becoming a Cultural Ambassador.

I look forward to getting a regular progress and the final evaluation in the near future.

Yours Sincerely,

Chief Executive Officer

# Appendix F

## Template for allocation of the Cultural Ambassador to cases

The CA is a professional working within the Trust and understands the concept of and necessity for, confidentiality and will observe the same within their role as a CA.

The CA is able to determine a conflict of interest and will inform the allocating officer if they believe one exists. The CA should not be allocated to cases of staff within their practicing area.

Name of CA	CA's working area	Name of staff member involved	Staff member's working area	Signature of assigning officer

# Appendix G

## Case questionnaire template

Anonymous questionnaire to be completed for processes involving the Cultural Ambassador (CA)

Organisation:				Date	
Month 6:		Month 12:		Month 18:	

Please tick according to your position and process:

Disciplinary investigation		Lead Investigating Officer		HR support		Cultural Ambassador	
Disciplinary hearing		Chair		HR support		Cultural Ambassador	
Grievance investigation		Lead Investigating Officer		HR support		Cultural Ambassador	
Grievance hearing		Chair		HR support		Cultural Ambassador	
Recruitment process		Chair of panel		Any other panellists		Cultural Ambassador	

	Question	Yes/No	Further comments
1	Was there a clear understanding of the CA role?		
2	Did the CA fully participate in the process?		
3	Did you feel that CA's involvement resulted in staff member having an improved experience of the process?		
4	In your opinion did the CA's involvement gave the staff member more confidence in the process?		
5	Did you feel that the CA was regarded as a full member of the team/panel?		
6	Did you experience the value of the CA role in influencing better outcomes for the member of staff?		
7	Overall did the CA influence the team's/ panel's decision?		



# Appendix H

## Staff questionnaire

Anonymous questionnaire to be completed by BAME staff members involved in formal processes where the Cultural Ambassador has been appointed.

Organisation:				Date	
Month 6:		Month 12:		Month 18:	

Please tick which of the following describes the process you were involved in:

Disciplinary investigation		Disciplinary hearing	
Investigation of grievance lodged by you		Investigation of grievance lodged against you	
Grievance hearing (grievance lodged by you)		Grievance hearing (grievance lodged against you)	

	Question	Yes/No	Further comments
1	Did you have confidence that you were treated fairly and with respect?		
2	Did the Cultural Ambassador identify any cultural issues?		
3	Do you feel that issues of bias or inequality were fairly discussed and addressed?		
4	Overall, do you feel that you benefitted from having the Cultural Ambassador involved in the process?		
5	Would you encourage the continuation of the CA involvement in the formal processes?		
6	Are you satisfied with the outcome?		

# Appendix I

## Pre- and post-Cultural Ambassador Programme data information

### 1. Total workforce by band

Band >	2	3	4	5	6	7	8	9	VSM	Total

### 2. Total BAME workforce by band

Band >	2	3	4	5	6	7	8	9	VSM	Total

### 3. Nature of issue by headcount – all staff

Band >	1	2	3	4	5	6	7	8+	Total
Investigations									
Disciplinary									
Grievance									
All									

### 4. Nature of incident by headcount – BAME staff

Band >	1	2	3	4	5	6	7	8+	Total
Disciplinary with CA									
Disciplinary without CA									
Grievance with CA									
Grievance without CA									
All									

## 5. Investigations by headcount – all staff

Band >	1	2	3	4	5	6	7	8+	Total
No further action									
Proceed to hearing									
Total									

## 6. Investigations by headcount – BAME staff

Band >	1	2	3	4	5	6	7	8+	Total
No further action with CA									
No further action without CA									
Proceed to hearing with CA									
Proceed to hearing without CA									
Total									

## 7. Misconduct by headcount – all staff

Band >	1	2	3	4	5	6	7	8+	Total
No case to answer									
Development programme									
First written									
Final written									
Action short of dismissal									
Dismissal									
All									

## 8. Misconduct cases involving BAME staff

Band >	1	2	3	4	5	6	7	8+	Total
No case to answer with CA									
No case to answer without CA									
Development programme with CA									
Development programme without CA									
First written with CA									
First written without CA									
Final written with CA									
Final written without CA									
Action short of dismissal with CA									
Action short of dismissal without CA									
Dismissal with CA									
Dismissal without CA									
All									

## 9. Gross misconduct by headcount – all staff

Band >	1	2	3	4	5	6	7	8+	Total
No case to answer									
Development programme									
First written									
Final written									
Action short of dismissal									
Dismissal									
All									

## 10. Gross misconduct cases involving BAME workforce

Band >	1	2	3	4	5	6	7	8+	Total
No case to answer with CA									
No case to answer without CA									
Development programme with CA									
Development programme without CA									
First written with CA									
First written without CA									
Final written with CA									
Final Written without CA									
Action short of dismissal with CA									
Action short of dismissal without CA									
Dismissal with CA									
Dismissal without CA									
All									

## 11. Grievance cases by headcount – all staff

Band >	1	2	3	4	5	6	7	8+	Total
Upheld									
Not upheld									
Mediation									
Other (please state)									
All									

## 12. Grievance cases involving BAME staff

Band >	1	2	3	4	5	6	7	8+	Total
Upheld with CA									
Upheld without CA									
Not upheld with CA									
Not upheld without CA									
Mediation with CA									
Mediation without CA									
Other (please state)									
All									

## Notes

## Notes



## Notes



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