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*building the equality
community in HE*

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Equality Challenge Unit

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Bringing Disability Leadership to the Forefront: The Calibre Leadership Programme

Equality Challenge Unit Conference

Wednesday 30 November 2016

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The Culture of HE in UK

Charles Handy's model- Roman Temple



- Role based and seldom culture driven
- Who you know, not always what you know
- Bending the ear of power
- Thin veil of liberalism



Disability in the workplace- the final frontier?

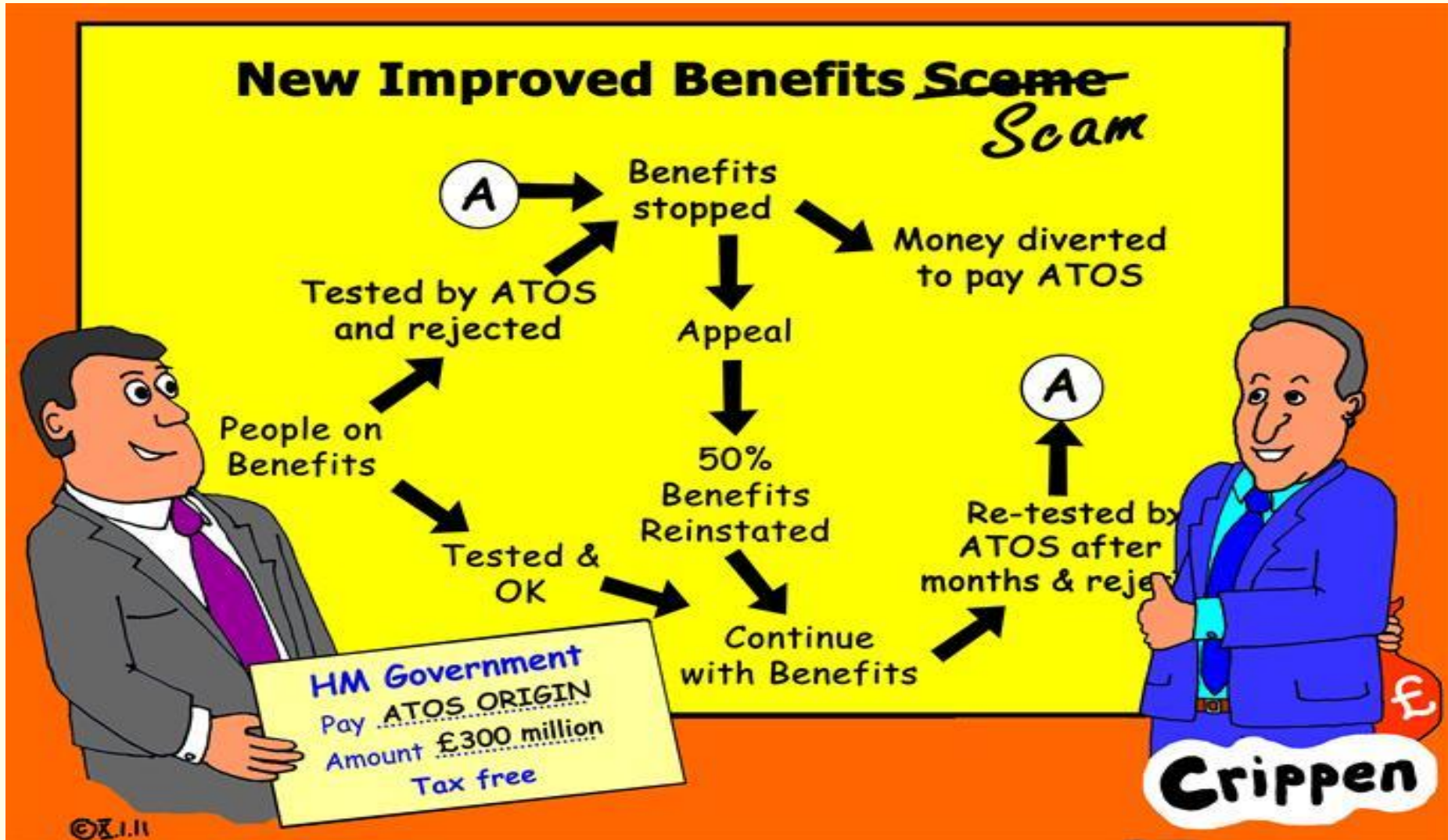
- Ignored and undervalued staff
- Problem focus, not solutions focussed
- Needs overlooked and not addressed
- Cultural values not integrated into needs
- Stereotypes and perceptions of individuals



Disabled Staff in HE Overview

- 3.7% of staff at Imperial College have disclosed a disability via our self-service system (2015).This has risen by 1.6% in two years
- ECU Statistical Report 2015 states the disclosed figure for HE in the UK 4.2%
- Staff who openly disclose a disability are under represented at senior management level
- The ECU Statistical Report 2015 states that 3.7 % of academic staff disclosed a disability compared with 4.8% of professional services and support staff.
- Numbers are increasing, but very slowly

Why a leadership programme and why Calibre?



Why a leadership programme and why Calibre?

- Imperial has/had specific leadership programmes for BME staff, women and female academics in place in 2012.
 - IMPACT (Imperial Positive About Cultural Talent)
 - Female Academic Development Centre
- Disability did not have the recognition or space it required
- Recruiting was a challenge- how does one create an atmosphere of trust?



What is Calibre in Action?



- A programme centred around the Social Model of disability. Five days of training over three months. Followed by time to submit project plans based on the learning, and ending with a graduation ceremony.
- A safe space to speak about challenges in the workplace and how to build strategies to address these
- Keynote guest speakers talking about their experiences

The programme so far

- 56 people have taken part in the programme at Imperial, Nottingham and an NHS Trust over 4 years
- Mix of grades, levels and roles
- Mix of disabilities
- ...and this worked!



What is Calibre in Action?

- Peer support and learning, providing an opportunity to practice strategies and receive feedback
- Create a leadership profile that is appropriate to the individual, how do they want to be in the workplace?
- Open to staff from all levels from a variety of sectors



The Personal Project

- A key element of the programme is the personal project which aims to encourage participants to think about social barriers in the workplace
- The idea is to push participants out of their comfort zones and create influencing strategies
- The presentation at the end of the programme involves managers and enables them to see the effects of the programme.
- Project examples included: making reception areas and processes more accessible, running training sessions for colleagues about disability, applying to national boards, applying for new roles internally and externally. Guidance on producing charts for colour blind people etc

The Calibre Survey

- A survey was conducted to analyse the impact of the Calibre programme on the participants a year on from completion of the course.
- An 83% completion rate of the survey was achieved with 20 out of a possible 24 participants responding to the survey.

The focus of the survey was centred around the following themes:

- Confidence levels
- Project completion rates
- Career progression
- Personal development

Confidence

Confidence rating of Calibre Participants - 1 year on following completion



Career Progression

- 20% of the participants have changed their role, but are within the same fields of work as before
- 10% of respondents are on career breaks
- 70% of respondents are still in the same role as before coming onto the Calibre programme and feel that they take on greater responsibility
- 60% feel that they take on tasks which are normally assigned to those people who are in higher roles with one delegate reporting an internal promotion

Personal Development

70% of respondents felt that Calibre had positively impacted their life outside of the workplace. Respondents disclosed the following:

- more open about my disability
- able to face more challenges
- gained back confidence in getting to know people, expressing my view points/opinions
- changed the way I respond to questions about my disability.

Personal Development- cont

75% felt that Calibre had helped them achieve some of the following attainments which include:

- co-chairing the disabled staff network
- participating in Russell group diversity networks
- gaining more freelance work opportunities
- attending the springboard women's development programme
- training in integrated dance with a view to combining it into their career.

In conclusion

- Creating an environment to grow, develop and be themselves
- Ensuring managers see the bigger picture
- Making sure no-one is seen as the problem

Thank you and Questions

Thank you for letting me speak about the Calibre
Programme

Please let me know if you have any questions or email
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