

Andrew Bridges
HM Chief Inspector



HM Inspectorate of Probation
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To:
Chief Officers, NPS
Chief Executive Officers, LAs
YOT Managers
Association of Black Probation Officers
National Association of Asian Probation Staff
cc NPD/NOMS contacts, NAPO, PBA

10 January 2007

Dear Colleagues,

Positive action to recruit black and minority ethnic inspection staff to HMI Probation:
Action requested: Please circulate this letter (6 pages in total) to relevant staff, and endorse any resulting appropriate applications

I am once again requesting your support and help for an HMI Probation initiative.

For the past few years we have had only limited success in attracting applications from suitable black and minority ethnic (BME) candidates for the posts of HM Inspector and Practice Assessor. As a consequence we have been conscious for some time of the under-representation of members of particular racial minority groups within HMI Probation. We have taken various steps, with some success, to address this issue but there is still room for improvement.

We have sought feedback on the possible reasons for the low numbers of suitable BME applicants: this has revealed a lack of awareness about the type of work undertaken by HMI Probation, and more subtle institutional barriers that BME staff face when making the transition to a different type of management position.

Last year we established a shadowing scheme for black and minority ethnic Probation Service and YOT staff which we consider to have been reasonably successful and which we have decided to repeat. This is a positive action measure, taken under sections 37 and 38 of the Race Relations Act 1976. This scheme is taking place as one of a number of other initiatives to ensure a diverse workforce within HMI Probation: for example, last year we recruited Welsh speaking fee-paid inspectors in order to meet our obligations under the Welsh Language Act 1993. We are also reviewing our approach to disability, both in terms of our employment practice and our inspection arrangements.

The aim of this shadowing scheme, as with any form of positive action as defined by the Race Relations Act 1976, is to promote equality of opportunity by informing and encouraging potential applicants specifically from black and minority ethnic groups to apply for posts where they have been previously under-represented. But involvement in the shadowing scheme will not necessarily lead to interview in the next or any other recruitment round, nor will there be any disadvantage to those who have not taken part; recruitment will as ever be by a selection process that is fair to all candidates. In any case please note that we have just completed a recruitment round and do not anticipate repeating this for some time.

Under our shadowing scheme, we are offering an opportunity to spend some time with us to up to 12 black and minority ethnic staff who meet the core competencies for at least one of the two types of inspection posts available. The time offered will include:

- A briefing day with inspectors and practice assessors, either in London on Monday 26th March or in Manchester on Friday 30th March, looking at the two roles, at probation and YOT inspection work generally, and methodology
- A day and a half on site shadowing an inspector or practice assessor between April and July 2007, the date of which will be arranged individually.

Each successful shadow will work closely with a lead inspector or practice assessor who will provide individual contact and ensure that the time is spent effectively. Feedback from last year's scheme was positive in that participants went away feeling well informed about what it means to be an inspector or practice assessor. They also enjoyed the experience, as did we.

To apply for this shadowing role, we would like potential candidates to consider with their manager the attached core competencies for the inspector and practice assessor posts and, if they feel that they can meet them, to email us the completed application pack including a maximum of 250 words outlining why they would like to undertake the scheme and which post they would like to shadow. We need this application to be endorsed by their Chief Officer/Chief Executive or representative, to indicate that you would approve their attendance on the scheme as outlined above (total c3 days). If asked to do so, we will meet any travel and subsistence costs incurred by a participant attending the scheme, but not salary costs.

I hope that you will be prepared to advertise this opportunity to your staff and agree to:

1. Circulate this letter (all 6 pages) to all the relevant key groups of staff: Our Practice Assessor posts are usually most suited to leading practitioners and front-line managers, while Inspector posts are usually most suited to senior managers or others who work at a strategic level. See the two lists of competencies on page 3.
2. Arrange to endorse applications (on pages 4, 5 & 6) so that the candidates can send them in by email by 10.00 am **Monday 12th February 2007**.

We can accommodate 12 participants on the scheme. Last year we had twice as many applicants as we had places for. If demand outstrips availability we will again select those candidates who demonstrate that they best meet the competencies for the identified post.

Candidates must submit the application pack by email to TWO addresses:

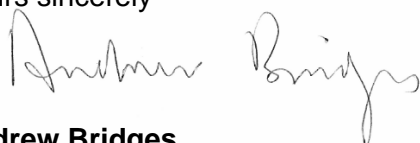
Andrew.bridges@homeoffice.gsi.gov.uk **AND** helen.boocock@homeoffice.gsi.gov.uk

By no later than 10.00 am Monday 12th February 2007.

NB. Applications which contain more than 250 words or are not accompanied by an email endorsing their application as above will not be considered.

Should you, or any member of your staff, wish to discuss the scheme in advance of the deadline for any application, would you please contact Helen Boocock HM Inspector of Probation on 07715 989413. NB Helen will not be available between 29th Jan & 2nd Feb.

Yours sincerely



Andrew Bridges
HM Chief Inspector of Probation

HM Inspector of Probation (Grade 7): Core Competencies 2006

People Management:

Skill: Set direction, develop good working relationships & be a good team member

Purpose: to develop effective working relationships with colleagues and respondents.

People Management:

Skill: Value people, their diversity and contributions

Purpose: to work effectively with and within diverse organisations and teams.

Communication:

Skill: Persuade & influence, and write effectively

Purpose: in interviews, meetings, presentations, correspondence and reports not only to get the message across clearly but also to maximise the prospect of a constructive response. In particular, reports should be clear and concise.

Analysis and use of evidence:

Skill: Gather & manage information, to make well-judged decisions

Purpose: to be an effective Inspectorate practitioner and behave appropriately in role.

Programme & Project management:

Skill: Deliver projects

Purpose: to deliver inspections and other assignments with the allocated resources to the required standard and on time

Financial and other resource management:

Skill: Manage resources

Purpose: to ensure that all resources used by the inspector (staff time, I.T. hardware & software, quantitative & qualitative data, and finance) are used to maximum effect to achieve each task efficiently, effectively and accurately, & being skilled in MS Word.

HMI Probation: Core Competencies for Practice Assessor (SEO) 2006

People Management:

Skill: Develop good working relationships & be a good team member

Purpose: to develop effective working relationships with colleagues and respondents.

People Management:

Skill: Value people, their diversity and contributions

Purpose: to work effectively with and within diverse organisations and teams.

Communication:

Skill: Persuade & influence

Purpose: in interviews, meetings, presentations, correspondence and reports not only to get the message across clearly but also to maximise the prospect of a constructive response.

Analysis and use of evidence:

Skill: Gather & manage information, to make well-judged decisions

Purpose: To ensure that our assessments of practice are fair, accurate and reliable.

Financial and other resource management:

Skill: Manage resources

Purpose: To be able to overcome difficulties in order to complete assignments on time with the available resources.

HMI Probation August 2006



HMI Probation

Shadowing Scheme for Black and Minority Ethnic staff

Application form 2007

Name	
Ms/Mr/Other title	
Employer	
Job title	
Office address	
Work email address	
Any other email address	
Daytime telephone number(s)	
Name, title and email address of person who will be endorsing this application by separate email to HMI Probation	
Preferred date for the introductory day: Monday 26th March in London, or Friday 30th March In Manchester	

Consider the core competencies for the inspector and practice assessor posts and, if you feel that you can meet them, tell us in **no more than 250 words** why you would like to take part in the scheme and which post you think you would like to shadow.

This application should reach Andrew.bridges@homeoffice.gsi.gov.uk and Helen.boocock@homeoffice.gsi.gov.uk

by email by 10.00 am on **Monday 12th February 2007**.

We will inform you by email by Friday 23rd February whether your application has been successful.

Please ensure that this form is accompanied by your completed diversity monitoring form, and by your employer's emailed endorsement.

Applications that are either incomplete, or not submitted by email, or where the 250-word limit has been exceeded, will not be considered.

Thank you.



HMI Probation Shadowing Scheme
Diversity monitoring form 2007

Dear Colleague
 HMI Probation has a strong commitment to diversity. We aim to promote an inclusive working environment that values diversity and difference.
 We are asking you as an applicant for a place on the shadowing scheme 2007 to supply the information below.
 Please note that we are requesting your name on the form on this occasion because two of the purposes are:
 a) for you to verify your eligibility for the scheme, and
 b) for us to be able to make arrangements to accommodate any disability or other issue you may choose to disclose to us, should your application be successful.

Name

Gender (Please tick or mark in right-hand column)

Female	
Male	

Race and Ethnicity (Please tick or mark in right-hand column the category that most represents your race and ethnicity)

Category	Code	Self Classification Entry
White: British	W1	
White: Irish	W2	
White: Other	W9	
Mixed: White & Black Caribbean	M1	
Mixed: White & Black African	M2	
Mixed: White & Asian	M3	
Mixed: Other	M9	
Asian or Asian British: Indian	A1	
Asian or Asian British: Pakistani	A2	
Asian or Asian British: Bangladeshi	A3	
Asian or Asian British: Other	A9	
Black or Black British: Caribbean	B1	
Black or Black British: African	B2	
Black or Black British: Other	B9	
Chinese	O1	
Other Ethnic Group	O9	
Prefer not to say	NS	

Disability

Do you consider yourself to have a disability within the meaning of the Disability Discrimination Act 1995?	YES / NO / PREFER NOT TO SAY
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Whether or not you have answered 'yes' to the above:

Are you blind/sight impaired?	YES / NO
Do you have any difficulty with hearing?	YES / NO
Do you have mobility problems/are you a wheelchair user?	YES / NO

Dyslexia

Do you need help with dyslexia?	YES / NO/ PREFER NOT TO SAY AT THIS TIME
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If help is needed with any disability or dyslexia or other issue, please describe, continuing on an additional sheet if necessary:

Thank you for completing this form