



CURRENT CHALLENGES

Good rapport with clients due to local knowledge and living in the area where she works. Is more confident when clients are female and lacks confidence in staff meetings with staff from different cultures and with management. Likely she has some great ideas for integrating new residents in the area but does not value her ideas and seems to stay within her comfort zone. Confident with clients if they are women from ethnic minority groups, shows empathy and understanding to engage them in the organisation's activities. Not so confident with male clients or clients that phone the organisation – seems to shy away from answering the phone and her admin duties, attention to detail or sometime a concern, e.g., capturing a client's phone or contact number.

HALIMA

Community Service Assistant

AGE 35

GENDER Female

NATIONALITY Somali

FAMILY SITUATION Lone parent living with 3 daughters

JOB/CAREER Community Service Assistant at a local charitable organisation. Her income is from her work and benefits, but she needs to work a minimum of 16 hours to receive benefits and support with rent

PERSONAL THOUGHTS ON GENDER EQUALITY Has strongly held views on gender equality which often conflict with her culture and the need to fit in.

ATTITUDES AND EMOTIONS

- Very positive, valued member of staff for her rapport with clients, although does hold back with male clients. This could be cultural or confidence or both.

MOTIVATIONS

- Halima wants to work to provide for her children and wants to be a role model for her 3 daughters. She wants to be engaged in the local community to feel a sense of belonging.
- She needs flexible, local work to allow her to do the school run and to fit around her personal needs, including school holidays, children's appointment, hospital, doctors, dentist etc.

WORK SITUATION

- Halima works part time 4 days per week (usually 10 am – 2 pm) as CSA (Community Service Assistant) for a local Charitable organisation. The days are currently flexible around her personal situation but due to new management she has recently been informed that these will now be set days and times, regardless of personal needs. Enjoys the work but it is a challenge achieving work/life balance.

Manager's questions

- How could we avoid losing this member of staff? Not my decision – this has been decided by the committee.
- Can I take Halma's concerns back to them along with other staff members' concerns. What exceptions could be made, and can they be justified?
- What diversity and inclusion challenges are there with regards to implementing the planned changes and has this also highlighted other equality and diversity issues that have been previously missed?
- What is the organisation's dismissal/redundancy policy and how can we avoid it moving to this?

Peers/colleagues' questions

- How can colleagues/peers support each other, through this change process?
- Are some colleagues being treated unfairly?
- Can the changes be implemented on an individual basis?
- Can the team oppose these changes? Can they support each other and swap shifts etc?



Individual's questions

- Why do these changes have to be made when it will jeopardise my employment?
- Will staff be able to swap shifts?
- What would happen if I refused to sign a new contract? Halima is concerned that the changes will not work around her children.
- Can I go to a tribunal?
- Can I do the new contract on a temporary basis and see if I can make it work?
- Are there any other jobs in the organisation that might be more suitable?

Policymakers' questions

- What are the current policies in the organisation and what are the reasons for implementing change away from flexible working?
- Is the organisation being fair in making these changes?
- What evidence is there that the changes need to happen?
- Considering the nature of the organisation, is inclusivity and equality and diversity not the organisation's main priority?

