

**An Organisational Aide Memoir for Drug and Allied  
Services  
ACTION POINTS FOR CHANGE:  
Enhancing Good Practice By Making Explicit The  
Dimension Of Race Equality  
Revised EU Version  
2005**

## **Introduction**

This is a revised and updated version of the original document produced by us on the basis of original research carried out across various EU countries during 1995 -97. It has been produced for EU wide drug services and allied policy makers, commissioners and planners during the course of the work that Neville Adams is currently doing with and for the Drugs, Cities and Democracy consortium. T3E is addressing the transversal element on racial minorities and health inequalities within that programme, which the European Commission has funded for the period 2005 – 2007.

A UK specific updated version, taking into account RRAA (2000) and other UK anti-discriminatory legislation, is already in production and we hope to make it available before too long.

## **DCD – Methodology Race Equality Action Points**

### **1. Introduction**

2. Outlined below are a series of race equality action points clustered around three inter-linked nodes. These are employment, services and democratisation. The points are not exhaustive: they can and should be refined over the course of the European wide practice of this project. The action points provide a practical framework within which the question of the full, substantive participative involvement of racial minorities can be addressed. They are grounded in the need for the European Community's constituent countries and relevant welfare systems, to address marginalisation through consideration of three areas:



The legislative context



The role of the public sector



Equality actions as the bedrock for good organisational practice

### **3. Legislative Context**

4. The EC Directive on Race establishes a minimum legislative baseline on racial discrimination which constituent members have to implement either through enacting new laws or amending existing anti-discriminatory legislation. This is a minimum requirement; it can and should be exceeded. For example the UK's Race Relations (Amendment) Act 2000 makes the pursuit of race equality a mandatory, positive duty for all public sector organisations.
5. The diagram below (Figure 1) provides a graphical summary of the main provisions. The three main responsibility elements of the Directive coincide with those of the race equality action points. The action points are pro-actively structured with the aim of pursuing the normative potential inherent in the Directive. The Directive provides a common baseline and language upon and with which to tackle the problem of race discrimination. It is thus not good enough to

describe the approach to race equality in terms of “we treat everyone the same”.



6. Race equality, or the position of racial minorities in society, should be addressed explicitly from the outset as a ‘mainstream’ issue, and, not as a separate issue, or as an afterthought. The closest would be to describe it as the explicit normalization of equality for minorities: The key operational principle is to work with, and through, racial differences, many of them unjust social creations, but without eliminating ‘difference’.

That much is clear. Chimbonda has endured the worst already, the racist abuse which drove him from the Corsican club Sporting Bastia at the end of last season still plaguing his thoughts. Wigan Athletic have been a breath of fresh air for the Premiership this season, a newish club breezing into elitist company and excelling at the thrill of it all. Yet, for their newly recruited right-back from Les Abymes, Guadeloupe, this team's grand adventure also represents an escape. It is a little under a year since Chimbonda and his team-mate Franck Matingou, a Congolese midfielder, traipsed out of Bastia's stade Armand Cesari Furiani following a humiliating 3-0 home reverse to St-Etienne. The defender's brother and cousin were waiting for him at the gate but, as they made their way towards the car park, around 30 home supporters barred their passage. "They were pushing and shoving us, calling us monkeys," Chimbonda recalls. "We got to my car and tried to drive away, but they started kicking the car, throwing stones at it." ..... The club president, Louis Maltari, had taken action in the wake of the scenes after the St-Etienne match but .... insisted that the abuse was down to "five or six madmen" and that the small number "did not justify the club taking any action". ... Log on to Bastia's website and the snazzy introduction hails Sporting as "**Le club d'une communauté entière**". Chimbonda would argue that is anything but the case.

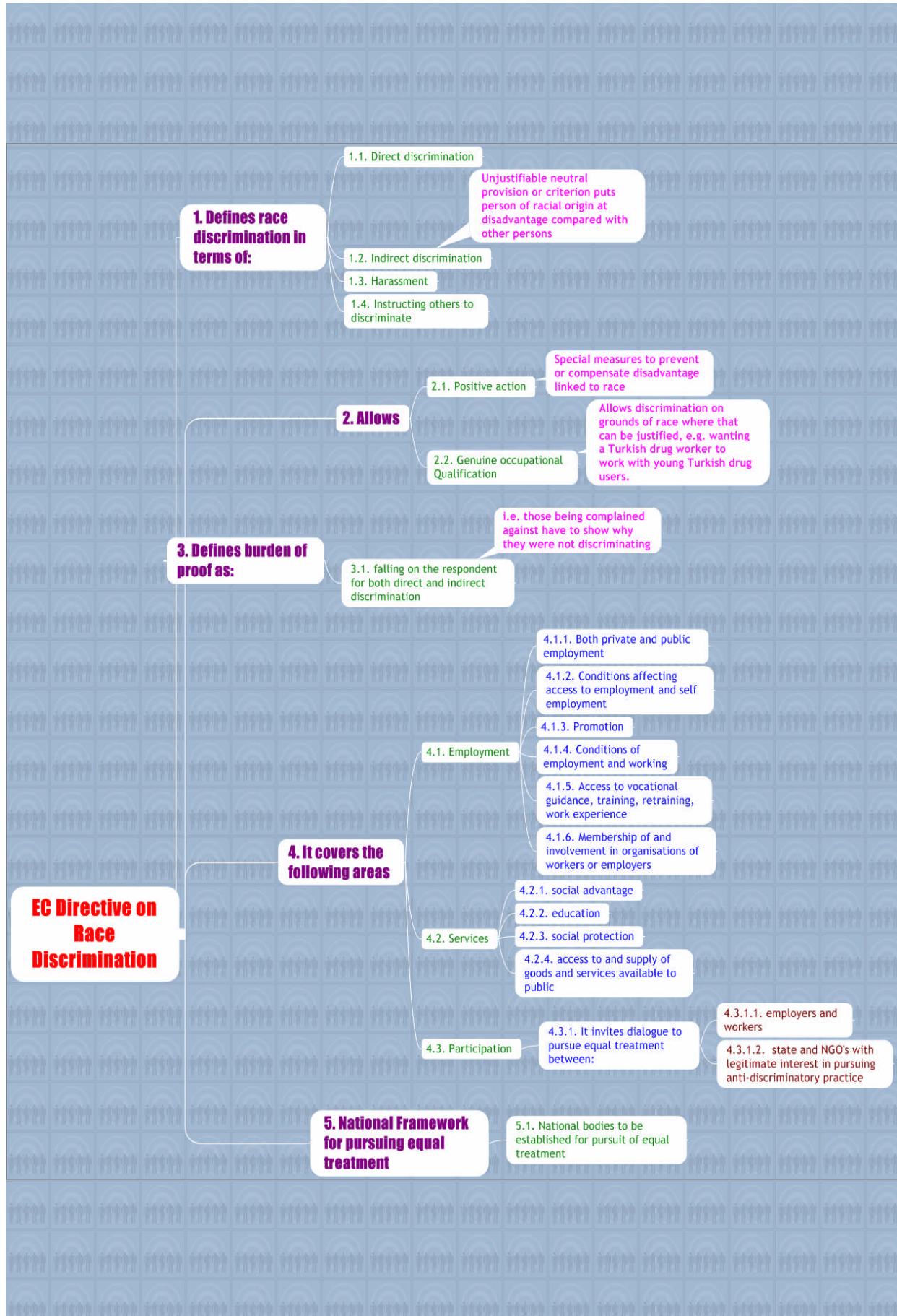


Figure 1

## **7. The Public Sector**

8. The public sector, in which drug services are located, plays, or should play, a major role in the pursuit of social justice. Within that the achievement of racial justice is, across Europe, unevenly developed. The action points attempt to address some of those deficits. These try to ensure the substantive inclusion of racial minorities where that inclusion is based on a generic notion of citizenship; i.e. what are the principles and processes of inclusion, involvement and participation. This is not about national citizenship, i.e. that which can be owned, with its division, often racist division, between ‘citizens’ and ‘foreigners’.
9. The public sector’s role in relation to racial justice is threefold:



It’s services should be able to identify and meet the needs of the most marginalised: if they are not then there is something fundamentally wrong with those services



The public sector has an enormous employment remit with, in many instances, public sector organisations being the largest employers in any one locale. Its employment practices should be of the highest anti-discriminatory standards.



Service users and local communities, particularly marginalised communities, should be actively involved in the development and provision of those services.

## **10. Good Practice**

11. The action points are not just about, or for, racial minorities. They are about refining, or identifying the lack of, mainstream policies, or procedures or practices. They highlight similar remedial principles which apply to other areas of in/equality, such as gender or the disabled. If, for example, an organisation advertises its job vacancies in a very narrow range of media, or media it has used for a very long time, or relies on ‘word of mouth’, or, worst still, uses nepotism and ‘cronyism’ (friends or flatterers), it is not only racial minorities which are likely to be excluded from applying. In addition to which any such potentially discriminatory actions are also likely to be, under the EC’s Race Directive, acts of indirect racial discrimination. In many instances the action points act to illuminate other deficiencies in the organisation.

## **12. How to use the Race Equality Action Points**

13. The action points are not exhaustive. They can , and should be, added to or amended as needs require. They are not intended as a ‘one-size-fits-all’ recipe. They are in the form of key questions which first invite debate between those directly affected, and then, hopefully, action. The action points should be used, therefore, as a scanning and auditing device to identify not only the gaps surrounding necessary action on race equality, but also good practice.

14. There are a number of levels at which the action points should be used:



As a scanning device for participating agencies to examine their own race equality actions – if any.



As a scanning device for community organisations and activists and users to ask serious questions of the big service providers



*As a scanning device which enables the project’s Working Parties to ask key questions of participating cities and organisations and enables the Working Parties to ensure those dimensions are built into the final outcomes, e.g. training packages and good practice guides (For those involved in the EU project only)*



As a scanning device for ensuring the project’s (or agencies’) outcomes have an explicit, detailed, but integral race equality dimension

15. The action points can be used as a whole, or in parts, where those parts are more relevant to the tasks being undertaken.

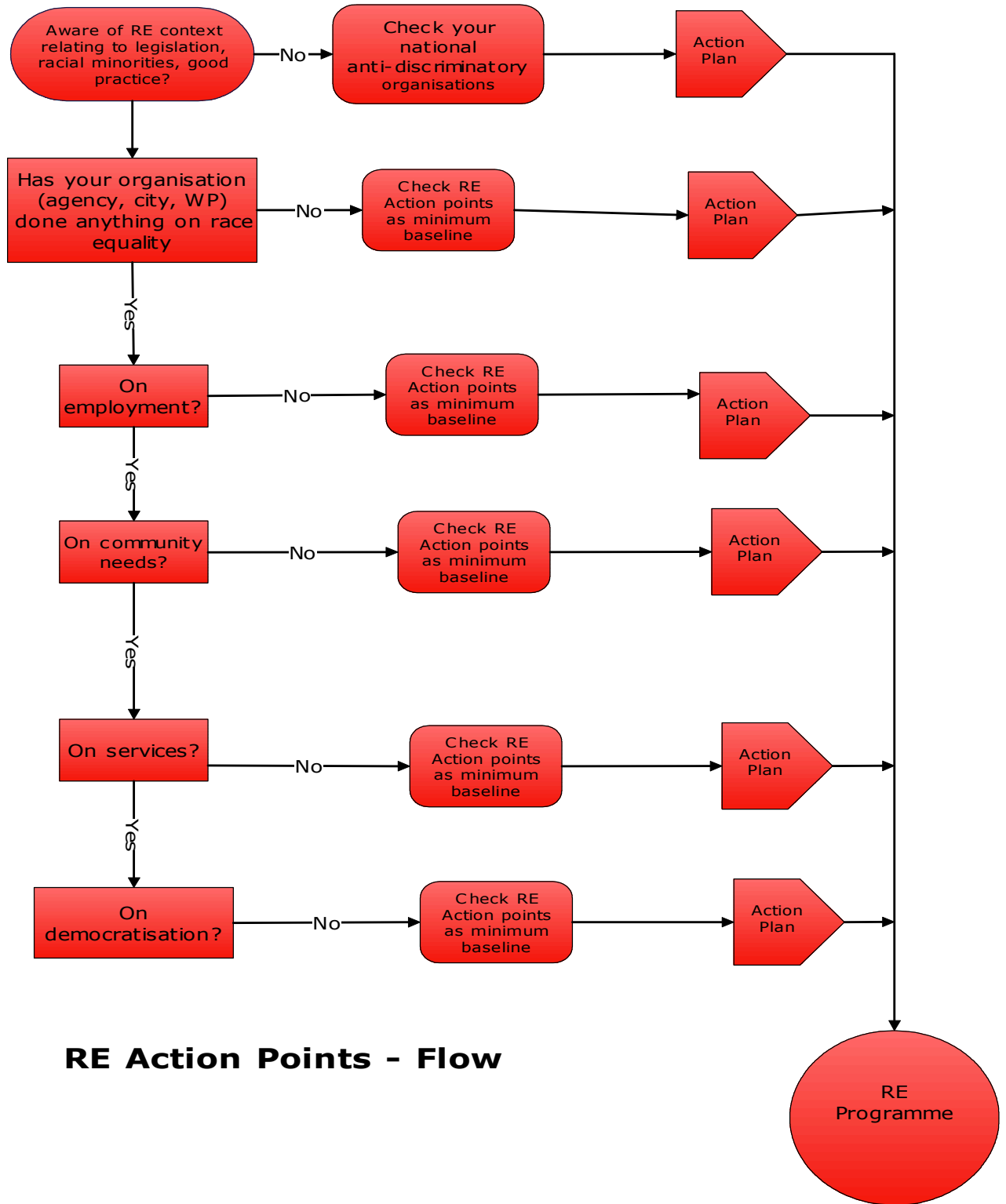


Figure 2



16. The action points are therefore aimed at a number of levels:

-  the agency level
-  Public sector institutional level
-  Corporate level
-  Partnership level
-  the purchasing/funding level
-  the “quango” level
-  the national level
-  and, ultimately the EC level

17. The highlighted action is set out across four core areas:

-  Policy development
-  Implementation
-  employment
-  services
-  community/user participation

*18. Also indicated in italics are those complementary strategies, especially those that seek to address the organisation’s under investment, which we think are necessary to the successful achievement of the identified race equality action.*

## **ACTION POINTS**

### **Policy Development Structure**


- ⇒ Is there an equal opportunities policy, anti-racist statement, and/or race equality policy?
- ⇒ Has the agency reviewed its equal opportunities policy or anti-discriminatory statement?
- ⇒ Does the organisation have policy development capabilities?
- ⇒ Are these resourced in terms of race equality personnel, training for staff and/or access to equality resources and/or database?
- ⇒ Has this /policy development/review process involved all employees, especially Racial minority employees, trade unions, relevant community representatives, community activists, users and/or their surrogates?
- ⇒ Has a specific race equality strategy been derived covering employment services and community/user participation?
- ⇒ Has this been set within a framework of objectives, action points, time scales, responsibility, and resources?
- ⇒ For large organisations with several geographically dispersed service units, has the corporate core developed the overall race equality strategy covering human resourcing, service standards and community participation, with service units having to develop individual service and user interface initiatives within that framework?
- ⇒ Have local communities, especially Black communities and/or Black employees been involved in this process?
- ⇒ If you are working in partnership with other agencies or organisations, has a joint equal opportunities, race equality policy or statement been developed?
- ⇒ If so, is this based on the best standards, practices and principles and not on the lowest common denominator?
- ⇒ If so, is there an accompanying action plan?

### **Implementation Structure**

- ⇒ If there is an equal opportunities and/or race equality policy, has this been endorsed by the management committee, governing body, or equivalent, or political representatives?
- ⇒ Has it been discussed and endorsed by all the relevant management teams?
- ⇒ Has this been communicated to all staff?
- ⇒ Has it been discussed and endorsed by all the relevant staff and/or their trade unions?
- ⇒ Are there avenues for staff involvement?

- ⇒ Has the organisation identified those staff with relevant equality experiences?
- ⇒ Has it been communicated to service users?
  - ⇒ *What is the communications strategy for the organisation, and does it have both internal and external action areas?*
- ⇒ Have the employee development tasks arising out of this policy been identified?
- ⇒ Is this built into the induction process?
- ⇒ See the section below on employment.
- ⇒ Is there a comprehensive race equality monitoring process covering employment and services in the first instance?
- ⇒ Has responsibility for collating and analysing this information been allocated?
- ⇒ Are the results from this fed into relevant decision making fora regularly?
- ⇒ Is race equality a standing item on management team meetings and supervision sessions?
  - ⇒ *Is there an information strategy in the organisation, and does it include a component on computer resources?*
- ⇒ Is there a need for a change catalyst resource? Specialist post?  
Buying in specialist consultancy/advisory resources?
- ⇒ Is the race equality strategy being used as the framework within which divisions or sections or decentred units can develop their relevant race equality action plans?
- ⇒ Does this lock into the organisation's strategic/business/service planning systems and processes?
- ⇒ Are these identified race equality responsibilities disaggregated into employees' supervision sessions and appraisal interviews?
- ⇒ Are these reflected in the person specification?
- ⇒ Are the race equality responsibilities built into the job descriptions?
- ⇒ Are these reflected in the advertisement?
- ⇒ Are these responsibilities covered in the interviews?
- ⇒ Are the race equality considerations built into the budgeting process?
- ⇒ Is there a need for a ring-fenced equality development part of the budget?
- ⇒ Is there proper organisational support for Racial minority Workers Fora if these are established?

## Employment

- ⇒ *Is there a human resources function in your organisation?*
- ⇒ *How has the human resourcing function in the agency/organisation been structured? Is it centralised? Is it devolved? Who is responsible?*
- ⇒ *Is there a human resource strategy covering, at the minimum, induction, recruitment and selection, employee development and employee relations, work/life balance, re-organisations and redundancy, and organisation exiting?*
- ⇒ *Does employee development have action points on an employee skills' deficit audit that flows from identified objectives and allied action?*
- ⇒ *Does it therefore have action points on appraisal and/or a supervision policy?*
- ⇒ *Is there a policy or intention to recruit more racial minority employees? *
- ⇒ *If not, can it be developed?*
- ⇒ *If so is this in the form of an equalities' targeting policy aimed at recruiting more staff from racial minorities, e.g. the organisation wants to recruit X% more staff from racial minorities by 2008?*
- ⇒ *Is there an action plan covering the intention to recruit more staff from racial minorities or achievement of the targets?*
- ⇒ *Is there an equality based recruitment and selection process based on objective criteria covering job descriptions, person specifications, advertising, shortlisting, interviewing, appointing, e.g. under advertising all jobs will be externally advertised in media which includes those more accessible to racial minorities?*
- ⇒ *Check your HR strategy*
- ⇒ *Is there an employment ethnic monitoring process, and is the information analysed?*
- ⇒ *Is there an induction process for new employees?*
- ⇒ *Does this include how your organisation is tackling the issue of race equality?*

In Aulnay-sous-Bois, a half-hour drive north-east of Paris, the streets were all but deserted yesterday in the pouring rain. In the early hours of the morning, some 15 cars blazed and police fired rubber bullets at youths from the town's Cité des Trois Mille estate ..... "People here don't want to live in violence, and we're not jobs," said Amadou, 19, standing at a bus shelter outside the main shopping centre. "But nobody in Paris knows what it's really like on that estate. There's so much frustration. All this was just waiting to explode."

Momo, 26, was equally down as he sat in the station bar. "Anything could have started it," he said. "When you're an immigrant here, you're just stuck in your shit. Does it really surprise you it's going up in flames?"

The latest outbreak of unrest has focused attention on France's sink estates, where petty crime and drug-dealing are rife and unemployment can reach or surpass 50%. .. The country's immigration and integration policy is based on one of the founding principles of the republic that all its citizens are equal. Few politicians will yet admit, however, that radical and anti-republican measures such as positive discrimination may now be unavoidable. There are, for example, few police officers of North African descent, even fewer business leaders, or senior civil servants, and no MPs. *Guardian newspaper, 04/11/2005*

- ⇒ Is there an employee development programme, i.e. how employees learn and develop in the organisation?
- ⇒ Does this therefore lock into the supervision and appraisal processes?
- ⇒ Is the training budget targeted on priorities?
  - ⇒ *Check the skill deficit audit? Don't distribute the training budget out equally amongst all employees.*
- ⇒ Is access to the training budget on the basis of clear objective criteria?
- ⇒ What about equality based HR training for managers covering R and S, employee relations etc.?
  - ⇒ *Check your employee development programme.*
- ⇒ Is there a need for a positive action element, i.e. setting aside funds for racial minority staff?
- ⇒ How does this lock into the employee development programme?
- ⇒ On employee relations, do, at the minimum, your grievance and disciplinary processes have explicit references to the race and gender dimensions?
  - ⇒ *Does your HR strategy include the development of a charter for employees setting out acceptable and unacceptable standards of behaviour?*
- ⇒ Are there structures and/or initiatives aimed at staff participation?
- ⇒ Do these ensure that the views of staff from racial minorities are heard?
- ⇒ Is there a racial harassment procedure in your organisation?
- ⇒ In terms of redundancy and/or redeployment, is there an explicit race equality consideration.?
- ⇒ Are there exit interviews for staff leaving the employ of the agency?
- ⇒ If there are joint employment responsibilities with partner organisations, do these have the relevant race equality component?

### **Community Needs' Profile**

- ⇒ Does the agency know what needs exist in relation to drug use in the different communities in the catchment area, especially those from racial minorities?
- ⇒ Can information about needs be accessed through research, secondary sources
- ⇒ Can it be accessed through networking directly with groups or activists in those communities?
- ⇒ Is there a need for an outreach service?
- ⇒ Is there a need for suitably translated information and/or use of interpreters?
- ⇒ Do the racial minority communities include users and/or communities whose immigration status is unsure?

- ⇒ Is there a comprehensive intelligence gathering process aimed at delivering up to date information on a multi-faceted community profile, including needs?
- ⇒ Does this include user and/or community feedback on services, especially those from racial minorities?
- ⇒ Does this involve relevant partners?
- ⇒ Is there a need for specific research projects on the needs of racial minorities?
- ⇒ Has an analysis been done of organisations' own internal information databases?
- ⇒ Has the information on needs been collated into a comprehensive database?
- ⇒ Is this updated regularly?
- ⇒ Does the information on needs feed into the organisations' service development processes, commissioning processes and other relevant decision making fora?


## Services

- ⇒ *Is there a service development programme in the agency/organisation involving managers, front-line staff, users and community representatives in its design, implementation and evaluation?*
- ⇒ *Does this involve setting priorities for action, targets and timetables, monitoring and evaluation?*
- ⇒ Is there a comprehensive service ethnic monitoring system?
- ⇒ Is the information collated and analysed?
- ⇒ Is it fed into the relevant management fora?
- ⇒ How accessible is the agency for racial minorities?
- ⇒ Is your service publicity reaching the target communities, especially racial minorities?
- ⇒ How do you know?
- ⇒ How does it reach women in the different communities?
- ⇒ Which media are being used, and does it include media racial minorities communities are likely to use more?
- ⇒ Does it find its way to relevant community organisations and groups?
- ⇒ Does it stress confidentiality, especially with regard to police and immigration matters?
- ⇒ Is it translated into appropriate languages?



The EC race discrimination legislative framework does allow, I think, for ethnic monitoring. However, even where there has been traditional opposition to this, e.g. in France, many inner city agencies do unofficially keep an eye on racial minority service users. Even this raw qualitative data should be used as bases for service planning and interventions, or, if there are no racial minority users, as a means to ask why.

- ⇒ Is the translation properly done, i.e. has it been piloted with relevant language groups
- ⇒ Does the translated text take into consideration issues of gender and culture
- ⇒ Is it possible to, and does it then offer access to a woman and/or racial minority worker on first contact if so desired?
- ⇒ Are there partnership groups and/or volunteers from the different communities which can be used as surrogate contact points?
- ⇒ If not is there a need for an outreach function in those communities?
- ⇒ Does your outreach function cover taking services out, identification of need and/or preventative work?
- ⇒ Can your agency provide the necessary training for such partnership groups?
- ⇒ If not local community groups, are there are other drug agencies in the vicinity with whom you can work in partnership? What about shared funding?
- ⇒ Is the first contact with your agency welcoming and non-threatening?
- ⇒ Are your reception staff properly trained?
- ⇒ What image is portrayed when a racial minority user walks through the door?
- ⇒ Is it still predominantly that of a white agency?
- ⇒ If you use an appointment system, is this necessary?
- ⇒ Can you offer a woman and/or racial minority worker if the user requests it? (Check your employment action points)
- ⇒ If not, are there volunteer or partnership community groups you can work with?
- ⇒ What employment/training links exist between racial minority volunteers and the agency? (Check your equality employment plan)
- ⇒ Does the agency need an interpreting service?
- ⇒ Does the assessment process pick up on issues of race, culture, gender or religion as appropriate?
- ⇒ Is the assessment process comprehensive enough to cover aspects of need more likely to be experienced by the different racial minority communities?
- ⇒ How geared up is your agency for working with clients who use differing drugs?
- ⇒ Do staff need training?
  - ⇒ *Check your employee development plan*
- ⇒ Are their extra resources involved?

- ⇒ If appropriate and relevant can and does the agency work with families as part of the treatment?
- ⇒ Is this the most appropriate intervention? 
- ⇒ Are staff trained to do so?
  - ⇒ *Check your employee development programme*
- ⇒ Or do you have racial minority staff with the appropriate skills?
- ⇒ What's their role in the organisation? Surely not as dumping grounds for all racial minority clients?
- ⇒ Can they be mentors for white staff working with racial minority users?
- ⇒ How attuned are your information giving, counselling and /or psychotherapeutic services to dealing with issues of race, culture and gender?
- ⇒ Is there training your staff can undertake?
  - ⇒ *Check your employee development plan*
- ⇒ How rigorous is your agency's follow-up on clients who break their counselling or other appointments?
- ⇒ Are there specialist services provided by racial minority agencies which can be bought in or brokered?
- ⇒ If a racial minority service agency has been merged with your agency what guidelines exist on supporting that agency's service autonomy?
- ⇒ If a residential agency, how geared up are you to receiving clients from different racial and cultural backgrounds?
- ⇒ For example, how many racial minority staff do you have? Are your internal service processes attuned to working with a multi-racial clientele? Do you have an explicit policy and practice covering racism by other clients and staff? Do you take into consideration such factors in your therapeutic services? Your dietary considerations? Your leisure initiatives? Do you encourage family contact? Can you provide help for families wanting to maintain contact? or do you need help in that area? e.g. using partnership community agencies etc. If racial minority users are dropping out at a faster rate, do you bother to find out why? What work do you undertake with your referral source agencies to ensure that racial minority clients are referred on? Do you advertise your services in ways that can generate demand from potential racial minority users?
- ⇒ What guaranteed minimum services can be provided to users without proper immigration papers?

In T3E's research conducted ten years ago in Portugal, the following emerged which, is probably still relevant to day. One of the areas of concern to emerge from the interviews with Racial minority users and community groups is that attempting to bring families into the service process fold might not be that appropriate with some Racial minority families. This is because for many Racial minority families it is a matter of the struggle for existence socio-economically. A drug misusing member of the family detracts from priority task of bringing money in. Further, other members of the family are probably too engrossed in just surviving and will not be able to afford the time to become involved in drug agency service interventions. The need for community support is probably more appropriate. We are not saying that therapeutic interventions and working with families are not suitable for Racial minority people, but that working with drug users from those communities does call for a more sensitive approach which can offer a range of service options. This does not appear to exist in the agencies seen



- ⇒ Are there appropriate agencies, groups or individuals who can be brought in at short notice to help sort out immigration matters?
- ⇒ If clients have to be referred on to other agencies, what race equality checks are conducted with those agencies?
- ⇒ Before the user leaves the agency, is there a formal process of eliciting his/her views about the services provided?
  - ⇒ *Check your service development plan.*
- ⇒ Is the agency geared up, to advocacy work around discrimination issues? e.g. helping a user to pursue, or pursuing on his/her behalf, an issue around racist housing allocation practices?
- ⇒ Can the agencies aftercare exploit the positive action potential of the legislation?
- ⇒ Is there a possibility of joint positive action schemes with other drug agencies, or with funding local authorities?
- ⇒ Are there commercial fora which can be canvassed to encourage private employers to do the same?
- ⇒ Is the aftercare linked to networks in the relevant communities?
- ⇒ Are your quality processes locked into your equality action points/plans?
- ⇒ Are all relevant service processes monitored?
- ⇒ Is the information from this fed into the relevant implementation processes covering the agencies race equality strategy?
- ⇒ If your agency or organisation undertakes any of the above can this be put together as an action plan?
- ⇒ If your agency or organisation undertakes any of the above is there the mechanism to review and evaluate these actions?

## **Partnership**


- ⇒ Is your agency the lead partner?
- ⇒ Are you a support partner?
- ⇒ In either case can your institution ensure that the partnership's aims and objectives have a clear race equality component?
- ⇒ Can you ensure that a race equality audit is undertaken of the partnership which includes developing/contributing to, a comprehensive community profile, an examination of the state of race equality in the partnership agencies, an assessment of local race equality priority issues, and the evaluation of local race equality resources?
- ⇒ Can you ensure that the partnership develops a race equality strategy?
- ⇒ Can you ensure that there is an implementation strategy and infrastructure?
- ⇒ Can you ensure that this whole process is monitored and evaluated?

- ⇒ Can you ensure that for all the key elements, local racial minority communities are involved?

### **Commissioning – Procuring Services through Contracts**

- ⇒ Is there a detailed community needs profile? (See points relating to community needs)
- ⇒ Are the needs of racial minorities part of this?
- ⇒ Are these the bases for the service specification?
- ⇒ If commissioners use a preferred list of contractors, does this include relevant racial minority organisations and/or businesses?
- ⇒ Are contracts awarded to contractors on their ability to meet the specification, especially as these relate to racial minorities?
- ⇒ Are contracts properly monitored and evaluated, especially in relation to race equality?

### **Democratisation – increasing the level of community, user and employee participation**

- ⇒ If the organisation has a management committee/board of trustees etc., what is it going to do about increasing the level of relevant racial minority members on the management committee/board of trustees?
- ⇒ Will it canvass relevant networks for racial minority people with relevant expertise?
- ⇒ How well does your organisation know about local racial minority communities, their organisations, activists or other people with relevant knowledge and expertise? (See questions around community needs)
- ⇒ Is this updated regularly? 
- ⇒ If there is a poor level of information, do you know where to go to get help?

The composition of racial minority communities in Europe are in a state of flux; from older settled communities from ex-colonies to inter-generational differences, as well as the influx of refugees, asylum seekers and immigrants from other parts of the Third world

- ⇒ What kind of consultative, involvement and/or participation links exist with racial minority communities?



This can be a series of ad hoc topic focused initiatives, specific research projects, or a standing committee  
In the UK many public sector organisations have established consultative/advisory/participative for a comprising members from racial minority communities and other relevant experts. They are not 'representatives', as such, but feed in informed views about key aspects of those public sector organisation's functioning. They also act as conduits to wider networks in the racial minority communities. For example the UK government's Drug Strategy Directorate in the Home Office Department has established such a committee. Deliberations from this feed into the Drugs Cabinet Committee chaired by the Prime Minister

⇒ Does your organisation work with a set of participation protocols?



For example using a range of media, not just the written word; using translations into relevant languages; going out to meet people; providing crèche and signing facilities at meetings; organising meetings to suit community participants; using interpreters; not allowing racist opinions and languages to disrupt meetings; guaranteeing that decisions made will be fed into relevant decision levels in your own organisation etc.

- ⇒ How do the deliberations resulting from any participative initiatives with racial minority organisations, activists etc. feed into the service planning, implementation and evaluation processes in your organisation?
- ⇒ Are staff in the organisation trained to undertake participative exercises?
- ⇒ Is the level of involvement of community organisations and activists in your organisation to be simply consultees or part of decision making?
- ⇒ If your organisation is part of a partnership with others, does that partnership have a participation strategy with racial minority communities?

- ⇒ How are racial minority users or their surrogates involved in the evaluation and planning of services?
- ⇒ Is there be a formal user participative structure?
- ⇒ What is their level of involvement; consultees or part of decision making?
- ⇒ How do employees participate in the decision making processes in your organisation, apart from the normal trade union negotiating mechanisms?
- ⇒ What steps are taken to involve racial minority employees?

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**Oct., 2005**

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