



The Scottish Parliament  
Pàrlamaid na h-Alba

SCOTTISH ASSOCIATION  
OF MINORITY ETHNIC EDUCATORS  
**samee**



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# EMERGING LEADERS PROGRAMME





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Edinburgh College is Scotland's largest College and the only one serving Scotland's capital and wider region. We are responsible for the delivery of vocational, technical and professional education, qualifications and skills training in a region that accounts for over 12% of the total population of Scotland. We also have an important responsibility to support the many companies in our region, large and small, through upskilling, reskilling and developing their people. We currently work with almost 2,000 local organisations to support their ongoing success, growth and improved productivity. To do this we develop a deep understanding of the training and development needs of our business partners and, design bespoke training programmes aligned to their core values to develop their staff – ensuring their workforce continues to be equipped with the skills they need to perform at the highest level in their roles.

Edinburgh College is committed to equality of opportunity and to a culture that respects difference. We are committed to providing an inclusive ethos and environment, where everyone feels welcome, supported and respected. We

believe that, as an employer and public body, we can play a leading part in the promotion of equality and diversity more widely. We recognise that equality of access to education is crucial in unlocking many significant opportunities in life. We aim to help remove barriers and advance equality for groups who experience disadvantage in our society.

Edinburgh College, SAMEE and the Scottish Parliament have collaborated in order to develop the Emerging Leaders programme for Black, Asian and Minority Ethnic employees in order to allow them to achieve their full potential now and in the future.

'The type of feedback that we regularly receive from delegates on our leadership courses is gratifying. They report personal development, new-found confidence and benefits to their professional career in order for them to have the self-assurance to go ahead to the next step within their organisation'  
Carole Paterson, Curriculum Manager for Commercial Development





# BACKGROUND TO PROGRAMME

A leadership development programme for Black, Asian and minority ethnic colleagues.

A key priority of the Scottish Parliament is to develop staff to their full potential, recognise the diverse hidden talent that exists and enable everyone to take control of their own development. The Emerging Leaders programme is part of a wider initiative focusing on developing future leadership capabilities.

It is also our commitment to having a workforce which represents the people of Scotland.

For the last two years, we have reported a significant ethnicity pay gap as part of our diversity

monitoring. This is partly to do with the majority of our Black, Asian and minority ethnic staff at lower grades and a lack of role models in senior positions. To close the gap we want Black, Asian and minority ethnic people to be represented at all levels in the organisation; to recognise their potential in the workplace; and have the skills and confidence to excel in their current and future roles. Recognising that, Black, Asian and minority ethnic staff from all grades across the Parliament are invited to apply for the Emerging Leaders programme.



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"We engaged Khadija Mohammed and Yasmeen Hussain to deliver a series of sessions called 'Let's Talk About Race' to our managers during 2022/21. There were four online sessions and around 50 people attended. The content was thought provoking and challenging as well as being thoroughly researched and bedded in the current social culture for the topic of race.

Our intent in commissioning the training was to get our managers, nearly all of whom have a white ethnicity, to think about the issue of race and discrimination and how embedded racism is in all elements of society. They covered topics including white privilege, white fragility, language and structural racism and the feedback from our managers was excellent. Attendance was extremely high for all sessions and many fed back that the sessions had made them think about social constructs they hadn't questioned before and they realised that lived experiences differ greatly depending on your ethnicity.

We are running the training again for all staff in the next few months and it is eagerly anticipated by many.

I cannot recommend Khadija and Yasmeen highly enough. Their expertise is faultless and their ability to engage with an audience, with the additional challenge of remote working, is outstanding. They present and discuss potentially controversial topics in a thoughtful and balanced way that gets people thinking and questioning their assumptions. Their engagement would be of huge benefit to any organisation and I look forward to working with them in the future." - Sue Clyne, Head of HR and OD, Edinburgh College



# PROGRAMME INFORMATION

The programme will begin at the end of August and will be delivered over a five-month period.

We are looking for Black, Asian and minority ethnic colleagues who are looking to take that next step in their career.

The programme will provide you with the knowledge and mindset to overcome any barriers to further success, to work through these with colleagues experiencing similar challenges, and give you the confidence and encouragement to be able to reach your full potential.

This programme is designed for emerging leaders in the Scottish Parliament to identify their leadership experiences and skills. The fundamental concepts of leadership qualities and behaviours will be considered, recognising leadership in

different professional settings and situations and how personality, values, beliefs and experiences influence leadership behaviours. Participants will develop a Leadership Plan focusing on self-development and personal growth.

## Session 1:

- Discussion of Scottish Parliament's Annual Diversity Monitoring Report
- Understanding of racial bias, prejudice, discrimination and the structural barriers that may exist within organisations
- The effect of external and internal barriers on you

## Session 2:

- Understanding leadership styles
- Identifying your leadership qualities and behaviours
- Recognising Leadership in Teams, Working Groups, Projects, Discussions
- How cultural values can influence leadership behaviours

## Session 3:

- Change of perception for Emerging Leaders
- Transitioning into a leadership position involving people management
- The relationship between a leader and subordinates
- Leadership in a time of change

## Session 4:

- What do you want from your Leaders?
- Self-Development and Personal Growth: Develop a Leadership Plan
- Internal Networking
- Mentoring/Coaching

## NEXT STEPS

If you are interested please discuss with your line manager in the first instance and then email [Philippa.booth@parliament.scot](mailto:Philippa.booth@parliament.scot) with expression of

interest. Please include a short statement (250-500 words) outlining why you would like to be part of the programme.



# OVERVIEW OF SAMEE

Scottish Association of Minority Ethnic Educators (SAMEE) is an equality-led organisation facilitating the academic and professional advancement of minority ethnic professionals. The organisation works in partnership with public sector organisations and is supported by Scotland's public bodies. SAMEE has a presence across Scotland, with heightened visibility in areas with the highest concentration of Scotland's minority ethnic population. SAMEE's training and development professionals provide support to the

BME professional community through workshops, seminars, conferences, one to one consultations and bespoke mentoring activity. The activity improves educational and employment outcomes, contributes to the Race Equality Framework for Scotland 2016-2030 and advances organisational Equality Outcomes.



## KHADIJA MOHAMMED

Khadija is a Senior Lecturer and a Senior Fellow of the Higher Education Academy in the School of Education and Social Sciences. She is a sector leader on racial equity and anti-racism education. Her research centres on the lived experiences of Black and Minority Ethnic communities in Scotland with a focus on acknowledging, nurturing and celebrating their diverse identities. Khadija is the co-founder and Chair of

SAMEE. She received the Scottish Trade Union Congress Equality Award in 2019 and is the first BAME educator to be elected as the Vice-Convenor of the General Teaching Council for Scotland (GTCS). Khadija is Chair of the Advance HE/Scottish Funding Council project 'Tackling Racial Harassment in Universities and Colleges'.



## YASMEEN HUSSAIN

Following a 10 year career as an Engineer, Yasmeen's 13 year career in higher education was dedicated to supporting the progression of underrepresented racial and ethnic groups into employment sectors. She continues to work with educational providers, industry, STEM alliances, careers and training service providers and equality led initiatives. Yasmeen is a Non-Executive Board Member of the Students Awards Agency Scotland (SAAS). Yasmeen contributes to SAAS' Equality Diversity and Inclusion Forum

and works closely with colleagues leading people and performance, defining expectations and parameters for an inclusive organisation, discussing workplace behaviours and focusing on inclusive recruitment, retention and progression practices. Yasmeen is also an executive board member of SAMEE. Yasmeen's responsibilities involve strategy development, organisational growth, partnership building, professional learning and advancement.





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