



Government
Social Research

Government Social Research Diversity & Inclusion Strategy 2021-2025:

Growing and embedding a diverse and inclusive GSR culture

Year 1 Delivery Plan

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Introduction, Vision and Mission

Welcome to the Government Social Research Diversity and Inclusion (D&I) Strategy 2021-2025: Growing and embedding a diverse and inclusive GSR culture Year 1 Delivery Plan. This document sets out our initial plan to implement and deliver on the diversity and inclusion priorities for GSR over the first year of the strategy. The delivery plan will be reviewed and updated annually and re-published along with the annual progress report for the life of the strategy alongside the GSR Strategy 2021-2025. All priorities will be overseen by the GSR D&I Champions and GSR Heads of Profession via the GSR Strategy and GSR Profession Board.

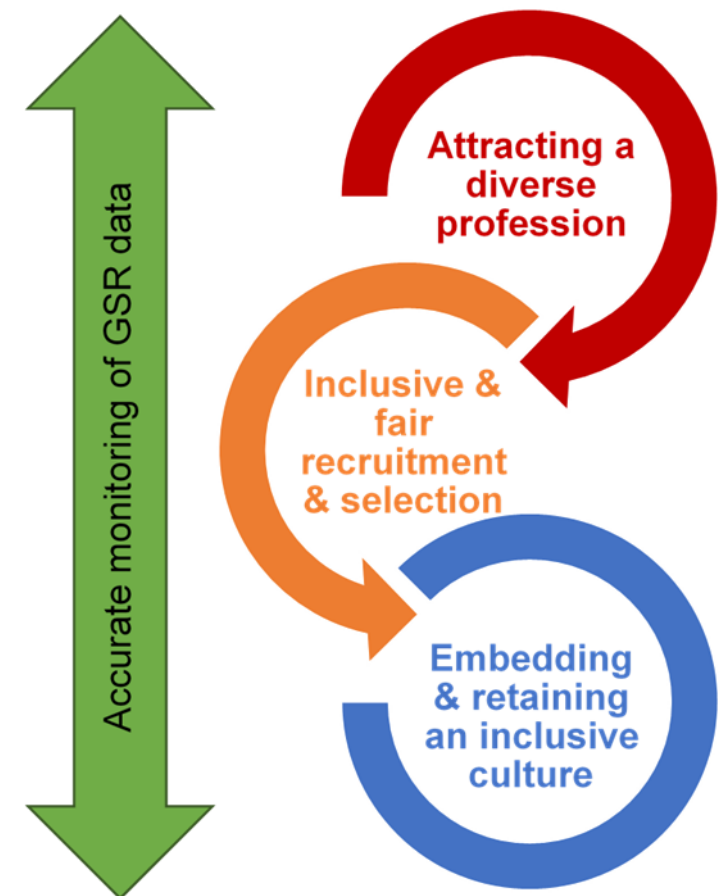
The GSR Diversity and Inclusion Strategy forms one strand of the [GSR Strategy 2021-2025: Social Research In and For Government](#) and has purposely been developed as a separate but related strategy to demonstrate our commitment to diversity and inclusion in GSR. Our first-year priorities focus on improving ethnic minority and lower socio-economic representation; these areas will be reviewed annually to ensure we allow appropriate attention for the range of diversity characteristics, such as neurodiversity, disability and LGBT. By providing yearly plans we will be able to be flexible and adapt our actions according to requirements.

Our Vision

To be as diverse in our profile and perspectives as the society we serve, across all levels of the profession, through our culture and the career we offer

Our Mission

To have a diverse membership and culture that is positive for all, where members are supported, developed, respected and appreciated for their unique characteristics and who feel proud to be part of the social research community. This will be achieved through attracting a diverse workforce, ensuring fair selection, and embedding and retaining an inclusive culture. It will be demonstrated and monitored through accurate data and metrics



Attracting a diverse profession

Goal: GSR has a diverse and inclusive population (in the first instance this will prioritise increasing ethnic minority and increasing lower socio-economic representation)

By targeting and developing outreach activities, engaging with cross government networks and the wider research sector, and exploring alternative application routes into the profession



Objectives	Actions	Time	Indicators of success	
			1-2 years	3-4 years
DI1. GSR is visible and attractive as a viable career option for school and university leavers, and those in professional practice.	a. Review current outreach channels and activities used by GSR to identify improvements and/or additional channels including coming up with an outreach strategy for GSR and implementation plan Delivered by: – GESR (D&I role, Outreach Manager, Strategy Manager) – Link up with Analysis Function & CS Recruitment	Feb-Jun	GSR outreach activities across all regions of the UK with a focus on institutions and areas of high ethnic minority and socio-economic diversity	Increased applications from ethnic minority and lower socio-economic groups Visibility of GSR in cross-government networks and other professions
	b. Develop a co-ordinated framework for cross government and cross-profession outreach programmes Delivered by: – GESR (D&I role, Outreach Manager, Strategy Manager) – Link up with Analysis Function & CS Recruitment	Jul-Dec		
	c. Review current central GSR outreach materials identifying what works and where gaps exist Delivered by: – GSR D&I Working Group 1 – Link up with GESR & Analysis Function	Feb-Jul	Ambassadors feel fully supported through relevant materials and guidance provided	
	d. Develop new materials based on initial review of outcomes and encourage use by all Depts Delivered by:	Aug-Dec		

Objectives	Actions	Time	Indicators of success	
			1-2 years	3-4 years
	<ul style="list-style-type: none"> - GSR D&I Working Group 1 - Link up with GESR & Analysis Function 			

Objectives	Actions	Time	Indicators of success	
			1-2 years	3-4 years
DI2. GSR explores alternative entry mechanisms to understand how other entry routes can be used to increase the attraction of the profession and provide greater opportunity to a broader range of potential applicants within our society.	a. Review current entry routes and requirements for GSR and identify possible alternative approaches Delivered by: <ul style="list-style-type: none"> - GSR D&I Working Group 2 - GESR - Link up with Analysis Function, CS Recruitment & Fast Stream Programme Team 	Feb-Jun	Evidence to support the success of alternative entry routes in increasing ethnic minority and lower socio-economic background representation	Non-degree entry route(s) embedded and resulting in positive outcomes for GSR diversity profile
	b. Develop an outline of alternative entry route options into the profession Delivered by: <ul style="list-style-type: none"> - GSR D&I Working Group 2 - GESR - Linking up with Analysis Function & CS Recruitment & Fast Stream Programme Team 	Jul-Dec		

Inclusive & fair recruitment & selection

Goal: There is no discrimination within GSR’s selection and assessment processes, with a particular focus on those from ethnic minorities and from lower socio-economic background

By ensuring there is no overt or unconscious discrimination during recruitment processes, thereby reassuring potential candidates they are entering a fair and unbiased process, through improved guidance, training, materials, assessments and processes, resulting in a more diverse workforce



Objectives	Actions	Time	Indicators of success	
			1-2 years	3-4 years
DI3. GSR identifies and overcomes possible sources of bias and discrimination by reviewing current selection and recruitment materials and processes to check for the presence of any unfairness, with a particular focus on those from ethnic minority groups and those from lower socio-economic backgrounds, with the aim to ensure all assessments are fair and provide an equal opportunity for	a. Source and analyse demographic/ outcome data and feedback forms for recruitment candidates and existing GSR membership to explore adverse impact including when in process this might occur Delivered by: <ul style="list-style-type: none"> – GESR D&I Lead – Linking up with GSR department recruitment managers, Fast Stream Team & Analysis Function 	May-Sep	GSR (partially) understands where and how the recruitment process may have an adverse impact on candidates	GSR (fully) understands where and how the recruitment process may have an adverse impact on candidates
	b. Establish a process for collating demographic data from all GSR recruitment processes (with the aim of creating a baseline data collection that is then reviewed in due course) Delivered by: <ul style="list-style-type: none"> – GESR D&I Lead – Linking up with GSR department recruitment managers, Fast Stream Team & Analysis Function 	Sep-Nov		
	c. Establish a process for reporting on GSR recruitment outcomes data to GSR Strategy Board Delivered by: <ul style="list-style-type: none"> – GESR D&I Lead 	Dec		

Objectives	Actions	Time	Indicators of success	
			1-2 years	3-4 years
success irrespective of background.	d. Run consultations/focus groups with GSR members to understand experiences of the recruitment process for candidates – to feed into DI4 and inform year 2 actions Delivered by: <ul style="list-style-type: none"> – GESR D&I Lead – GSR D&I Working Group 3 – HoPs & GSR members – Linking up with department recruitment managers, Fast Stream Team, Analysis Function 	Feb-Jul		
	e. Develop a GSR mainstream recruitment offer Delivered by: <ul style="list-style-type: none"> – GESR (GSR Entry route role, Operations Branch) – HoPs 	Feb-Dec		

Objectives	Actions	Time	Indicators of success	
			1-2 years	3-4 years
DI4. GSR selection guidance and processes are clear and transparent to ensure all GSR members are suitably supported and able to implement any changes to GSR assessments and assessment processes.	b. Interviews/discussions to understand experiences and views of recruiters centrally and locally on using current GSR application processes and tools across all levels of GSR recruitment, and how these can be improved to eliminate bias Delivered by: <ul style="list-style-type: none"> – GSR D&I Working Group 3 – Link up with Analysis Function 	Jul-Dec	Clear GSR governance for selection processes that all members follow Effective training for assessors to raise awareness and reduce conscious and unconscious bias	The widespread use of best practice and tools when recruiting across all GSR grades and routes (revisiting discussions with recruiters centrally and locally on using GSR application processes and tools) Assessments that are fair and provide an equal success rate irrespective of ethnicity and/or socioeconomic status

Embedding & retaining an inclusive culture

Goal: There is an inclusive and supportive culture within GSR, where all members have the opportunity to develop their career

By providing positive action and tailored support aligned to need, ensuring everyone can reach their full potential without any barriers



Objectives	Actions	Time	Indicators of success	
			1-2 years	3-4 years
DI5. GSR supports all members to play their part in creating and embedding an inclusive culture and achieving their potential	a. Ensure D&I is a regular feature within the GSR newsletter – reflecting perspectives, issues, events etc Delivered by: <ul style="list-style-type: none"> – GESR (Head of Strategy) – Including GSR Newsletter Editorial Team, GSR newsletter reps and liaising with GSR D&I contacts 	Monthly	D&I activities are understood by departments	D&I activities are embedded and implemented throughout depts
	b. Assign a specific GSR D&I contact within Departments to help with communicating and liaising with other department contacts for the profession and ensure those from disadvantaged groups are suitably supported Delivered by: <ul style="list-style-type: none"> – GESR D&I Lead – Engagement from HoPs 	Mar-May		

Objectives	Actions	Time	Indicators of success	
			1-2 years	3-4 years
DI6. GSR provides accessible opportunities and inclusivity by establishing comprehensive	a. Undertake diversity audit of all boards, steering and working groups and set up process to ensure all future groups take diversity into account Delivered by: <ul style="list-style-type: none"> – GESR (Strategy Branch) 	Feb-May		All boards/working groups within GSR are diverse

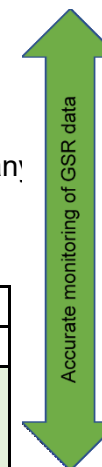
Objectives	Actions	Time	Indicators of success	
			1-2 years	3-4 years
development opportunities and progression pathways across all stages of career and levels within the profession.				

Objectives	Actions	Time	Indicators of success	
			1-2 years	3-4 years
D17. GSR knows what factors influence retention in order to more accurately develop the profession in line with members' needs, leading to positive retention of skills, knowledge and experience.	a. Exploratory research to understand any specific barriers experienced by underrepresented groups, to include: Reviewing existing data sources; identify relevant questions in existing surveys; identify new questions on D&I to add to existing surveys Delivered by: – GESR D&I Lead – GSR D&I Working Group 4 – Link up with the Analysis Function D&I Leads	Feb-Dec	GSR know what the profession-specific barriers are for ethnic minority and lower socio-economic groups, and any other under-represented groups.	All GSR members feel supported and choose to remain in the profession
	c. Design longitudinal research to understand retention: create an engagement survey for the profession to explore and monitor retention behaviours/attitudes; researching line manager role in retention. Delivered by: – GESR (GSR D&I Lead/GSR Head of GSR Strategy) – HoP & member engagement essential	Feb-Dec	GSR know why people decide to leave the profession	

Accurate monitoring of GSR data

Goal: Accurate and timely data with which to monitor and prioritise D&I interventions within GSR

By working with the Analysis Function to ensure relevant and appropriate data are collected and used to monitor career progress and any emerging issues across the protected characteristics and other diversity characteristics



Objectives	Actions	Time	Indicators of success	
			1-2 years	3-4 years
D18. GSR knows where existing GSR D&I data are and how to access them through collaboration and cooperation with the central Government Economics and Social Research (GESR) Team, Analysis Function, and Civil Service data sources, contributing to improving data collection methods and use of existing sources.	a. Conduct an audit of current D&I data sources related to GSR from across departments Delivered by: <ul style="list-style-type: none"> - GESR (MI Manager) - GSR Depts - Link with Analysis Function, GESR recruitment branch, CS recruitment 	Feb-Jul	Comprehensive joined-up approach across the Analysis Function and government for GSR related D&I data	
	b. Determine any further research/data collection activities required and develop new activities where gaps are identified Delivered by: <ul style="list-style-type: none"> - GESR (MI Manager & D&I Lead) <ul style="list-style-type: none"> o <i>If new activities required create GSR D&I Working Group</i> 	Jul-Oct		

Objectives	Actions	Time	Indicators of success	
			1-2 years	3-4 years
D19. GSR has an effective and accurate process to monitor D&I related	a. Identify requirements and create a baseline D&I profile of the GSR profession Delivered by: <ul style="list-style-type: none"> - GSR D&I Working Group 5 	Feb-Jul	GSR will know the diversity profile of members	GSR will know if any other potential discriminatory trends emerge, and will be

Objectives	Actions	Time	Indicators of success	
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data allowing this information to be used by the GSR Strategy Board, in management information within GESR, and to monitor progress against the strategic priorities.	<ul style="list-style-type: none"> – GESR (D&I Lead, MI manager) – Link up with Analysis Function D&I 			able to provide annual evidence for improvements in ethnic minority and socio-economic progression and representation within the profession
	b. Develop and implement a programme for monitoring D&I data of members and applicants in line with GDPR requirements Delivered by: <ul style="list-style-type: none"> – GESR (D&I Lead, MI manager) – Input from GSR D&I Working Group 5 – Link up with Analysis Function D&I 	Aug-Dec		
	c. Develop indicators of success during the first year by drawing on expert advice to identify meaningful targets and measures of progress for future years and beyond Delivered by: <ul style="list-style-type: none"> – GESR (D&I Lead) 	May-Dec		

The delivery plan will be reviewed and updated annually alongside the annual progress reporting process