

The Government Science and Engineering (GSE) Profession Strategy

Our blueprint for the future of the GSE profession

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PREFACE



New and emerging technology is changing the nature and shape of the Civil Service workforce, providing smarter and more flexible ways of working. We need to ensure that civil servants have the skills to harness the power of this technological change and its delivery. The Government Science and Engineering (GSE) profession can be at the forefront of this; leading by example and making a difference.

Over the past 5 years, the Civil Service has transformed the way government operates; improving transparency, centralising services and delivering through innovative new models. Government scientists and engineers have led the way in this user-focused transformation of public services; responding to some of the huge challenges and opportunities facing society. With new priorities emerging following the EU referendum and continued financial restraints in place, government scientists and engineers must once again embrace this unprecedented change and meet the greatest of public expectations.

With its clear and firm commitment to empower all members in the GSE profession, this Strategy will serve as a solid foundation for supporting and catalysing change in the Civil Service. I am particularly pleased to see the pledge to become an exemplar for the Civil Service Talent Action Plan. Diversity and inclusion is a top priority for the leadership of the Civil Service and this is a strong reminder that the professions can and must lead in delivering strategic priorities for the Civil Service as a whole.

Across the GSE profession, there are talented and knowledgeable individuals with skills sets and specialist expertise in areas that are vital to the UK's economy and the health, wellbeing and security of its citizens.

We need government scientists and engineers to make important contributions across all aspects of government. More policy makers with a science and engineering background are needed to look at policy problems through a variety of different lenses. Government is one of the most exciting places to work for those with a background or interest in STEM.

New and emerging technologies are central to all aspects of modern life, and will lead to new ways of doing things, both inside and outside government. Our government scientists and engineers must be a driving force in the changes to come, ready to exploit future opportunities in technology to support the work of government.

A handwritten signature in black ink, appearing to be 'JH' or similar initials.

SIR JEREMY HEYWOOD

Cabinet Secretary &
Head of the Civil Service
September 2016

FOREWORD



I am privileged to lead the Government Science and Engineering (GSE) profession. You are an extraordinary group of people that make an enormously valuable contribution to government. You are motivated to deliver the highest quality science, engineering and technology solutions for the public good.

Working in areas of deep scientific and engineering expertise, right through to broad policy expertise, it is your evidence based advice that is critical for making sure Ministers and Senior Officials across Whitehall can make the best policy. The breadth and depth of your expertise is what makes the GSE profession unique and I am proud of your achievements, which help to secure the resilience,

wellbeing, health and security of the UK.

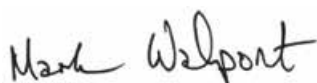
The GSE profession has grown from strength to strength since it was set up by my predecessor, Sir John Beddington, in 2008. It now has over 10,000 members, working in a range of diverse and challenging technical and non-technical roles across the Civil Service. It has enabled access to the best science and engineering skills and knowledge in government. With your help, I want to use the GSE Strategy to build on previous successes, to transform the GSE profession over the next 5 years.

Over the summer, the GSE team and I ran several workshops engaging with government scientists and engineers across the UK, to understand the professional challenges you face. You shared hundreds of ideas about what you wanted from the GSE profession, which overwhelmingly included access to clear career paths and support in your continuing professional development (CPD). I have listened to these concerns. This GSE Strategy outlines an action plan for tackling these challenges head on, with many of the ideas that were generated during the workshops forming the backbone of this strategy.

The GSE Strategy is our blueprint for the future of the Government Science and Engineering (GSE) profession. Importantly, it commits to providing members with satisfying career paths, development opportunities and rewards for excellent work. I want to enable each and every one of you to progress, irrespective of the role that you undertake in the Civil Service. You all have a very important role to play in the implementation of this strategy. I would strongly encourage you sign up to become a member of the GSE profession, via the government science and engineering GOV.UK website. By registering with the profession, you will be investing in your professional development, supporting me in my ambition to build pride in the GSE profession, raise its profile and bringing fresh talent.

I am confident that delivery of this strategy will ensure that the GSE profession is well placed to exploit opportunities presented by change. It will ensure that you have the right skills and expertise in place to support the Civil Service's vision and that together we are ready to respond to future challenges the UK will face. Longer term, it will undoubtedly raise the profile of the GSE profession across Whitehall and the wider Civil Service; leading to a better understanding about who we are and the impact of the work that we do.

In five years, I would like the GSE profession to emerge having exceeded all of the expectations in the Strategy, with a stronger identity, with a rich portfolio of successes demonstrating the impact of our work and the value we bring in government – proud of who we are and what we do.



SIR MARK WALPORT

Head of the GSE Profession &
Government Chief Scientific Adviser
September 2016

FOREWORD

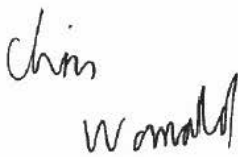


Policy is putting the will of Government into action. It is a process that draws on the skills of all the professions, working collaboratively together to provide the best possible advice and evidence for Ministers to make decisions. Traditionally policy advisors in government were recruited only from a small number of universities, and learnt the required skills and knowledge by observing senior colleagues. Today, our policy advisors come from all walks of life, bringing a diverse range of experience and skills. In contrast to yesteryears, where information was held with a select few, today it is available at your fingertips. Therefore policy professionals need to be more open, professional and consistent. In this context, how the policy profession works with other professions becomes more central.

The role of the Government Science and Engineering profession is important to ensuring sound and credible policy advice is given to the government of the day. Government scientists and engineers use their knowledge, scientific methodology and systems thinking to understand and to produce evidence based advice. Policy professionals can, and should, tap into this great source of expertise, as well as working with professionals to translate policy questions into technical requirements, enabling better communications between government and expert scientific communities working elsewhere.

This strategy provides particular emphasis on policy professionals and scientists and engineers understanding each other's worlds. This means we should have permeable boundaries and a greater understanding and appreciation of each other. We need the perspectives and skills of analytical colleagues, as well as the understanding of the delivery and political contexts - bringing this together provides the best policy advice. It is about greater connectivity between scientists, engineers and policy professionals.

I welcome this strategy which will drive effective partnerships and deliver a better service for government.



CHRIS WORMALD

Head of Policy Profession &
Permanent Secretary of Department for Health
September 2016

INTRODUCTION

Who we are and what we do

The Government Science and Engineering (GSE) profession is one of five government analytical professions in the Civil Service that provides evidence for policy.^A It is managed by the GSE Team in the Government Office for Science, on behalf of the Government Chief Scientific Adviser (GCSA) and Head of Profession, Sir Mark Walport.

It is made up of over 10,000 Civil Servants^B with a background or an interest in science and engineering, who work in a range of specialist, deep specialist, policy, analytical and operational roles. Most of the GSE profession's expertise is located outside of London, with labs and institutes spread across the whole of the UK.

Our skills, knowledge and expertise are grounded in science and engineering. We undertake research to drive forward the advice and services that government requires. We apply systems thinking and provide evidence based advice to support operational delivery, and to inform policy decisions.

We fulfil an important function as an intelligent supplier and customer for science and engineering in government, providing a 'transmission mechanism' function between expert scientific and engineering communities working in academia, industry and government, and government policy makers. In some areas, we provide the core underpinning national science capability on which others, including academia, rely.

We respond rapidly in emergencies to protect public safety. We provide technical support to assist policing and prevent crime. We use science and technology to help solve defence and security issues. We encourage innovation, and carry out cutting edge research.

Our work has an enduring national and global impact, tackling problems such as poverty, disease, climate change, crime and terrorism for the public good. We are ready to take positive action to meet the future opportunities that may arise in technology and government.

It is this breadth and depth of expertise that is unique to the profession and that Government relies on every day to provide the important evidence and analysis that underpins its work.

Our greatest asset is our people. Through our members, government is able to access the vital skills, knowledge and expertise that will protect, support and enhance our nation today and in the years to come.

****Further information about the different roles undertaken across the GSE profession can be found in Annex B.**

The GSE Vision

A high profile, proud and effective GSE profession that attracts fresh talent and has a secure place at the heart of government decision making.

The GSE Mission Statement

To achieve our vision we will:

- Lead the way in developing, high-performing, adaptable and skilled people as part of the wider Civil Service vision for a "Brilliant Civil Service".¹
- Ensure our members have access to the skills and training they need to do their jobs effectively.
- Provide access to a wide choice of careers, and the ability to move across departments and sectors.
- Ensure there is opportunity for all in a diverse and inclusive profession.
- Be a voice for all in the GSE profession, ensuring that policy makers know who we are, what we do and the vital role that our evidence and advice must play.

^A The five Civil Service analytical professions are: Government Science and Engineering (GSE), Government Economic Service (GES), Government Social Research (GSR), Government Operational Research Service (GORS), Government Statistical Service (GSS).

^B Figures obtained from Civil Service Learning, September 2016.

What's in it for me?

This GSE Strategy draws together the ideas from hundreds of civil servants who work in government science and engineering across the UK. It commits to change in areas such as reward and recognition, chartership and accreditation, and flexible career paths.

We want this strategy to inspire more scientists and engineers working across the Civil Service to sign up to the GSE profession², to assist us with the implementation of this action plan, and, where possible, to volunteer to become a GSE champion.^c

We acknowledge that many of the ideas that we have captured are aspirational. We believe that if every GSE member makes a personal commitment to take this work forward, this ambition can be achieved.

Preparing for change in the GSE profession

The publication of this strategy is an important milestone for the GSE profession – it signals the start of a work programme to transform the GSE profession. It is the culmination of nine months of work by the GSE Team, working with scientists and engineers across government to prepare the strategy and ensure it is fit for purpose. This has included running 14 regional workshops, in 12 locations across the UK, asking civil servants working in science and engineering, to have their say about the future of the GSE profession.

We have worked closely with our Heads of Science and Engineering Profession (HoSEPs) to develop and deliver a series of projects to overcome a number of important challenges faced by the GSE profession. These projects have included:

- Producing the GSE Story which charts the successes and achievements of scientists and engineers in government.³ We plan to share this animated story across the Civil Service and with the public to build pride, raise the profile, and encourage fresh talent into the profession.
- Developing a new approach to our GSE communications, introducing a new GSE blog to showcase the work of GSE, encouraging contributions and feedback from across the GSE profession.
- Setting up a network of GSE Champions in departments, to help us to share information across the GSE profession and to source good GSE stories, which support our mission to help to raise the profile of our profession.
- Introducing a new governance structure for our GSE Profession Board, redefining the roles of the Heads of Profession to empower them to act as ambassadors for the GSE profession, leading the transformation of the profession.
- Establishing “Task and Finish” groups, led by HoSEPs, where the “task” was to define challenges and identify solutions that GSE members faced, using their ideas to develop this strategy.

^c Contact the GSE team: GSE@go-science.gsi.gov.uk

Open policy making

This strategy has been written for existing and prospective members in the GSE profession. We have used hundreds of ideas that were generated by them at a series of regional and departmental consultation workshops, which included sessions at Civil Service Live 2016. We have also used the outputs from the HoSEP led Task and Finish Groups, and incorporated them into this strategy. And finally, to gauge the views from the wider scientific and engineering community, we designed a survey with PROSPECT union, which was then circulated to their members.

We have translated these ideas into a high level, five year action plan, setting out our goals, with indicative timescales for delivery, against key professional challenges that are important to our members.

****The GSE action plan can be found in Annex A.**

Ownership of the GSE Strategy

The Senior Responsible Owner (SRO) for this GSE Strategy is the Head of Profession, Sir Mark Walport. The GSE Profession Board, a senior level, cross-departmental steering group for the GSE profession, is responsible for the delivery of this strategy and for regularly reviewing progress.

****Further information about the roles of Heads of Science and Engineering Profession and the GSE Profession Board, can be found in Annex C and Annex D.**

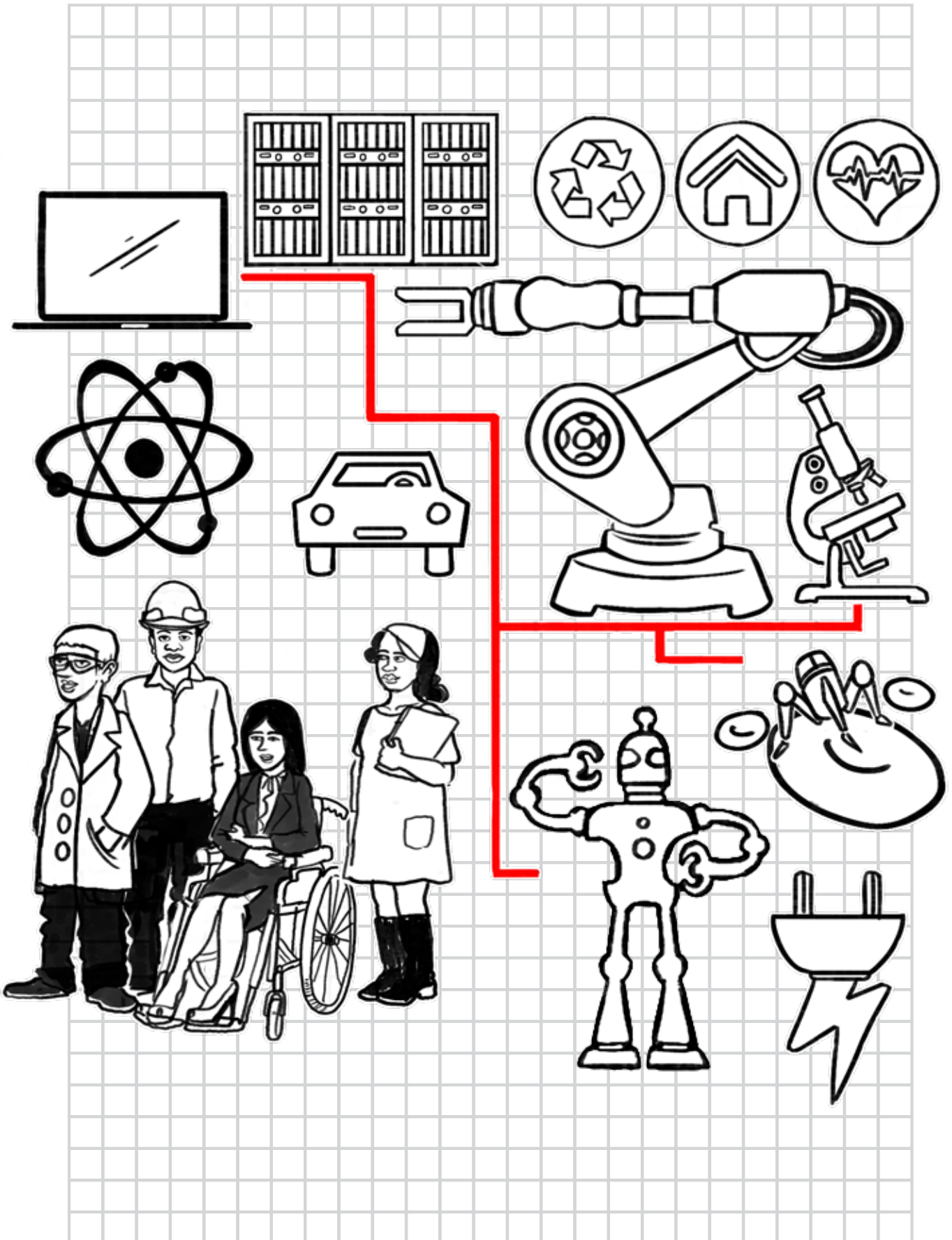
Implementation of the GSE Strategy

The GSE Strategy action plan has been intentionally kept at a high level. It provides an overarching framework which can be adapted and tailored by departments to meet their business needs. There is scope for departments to produce their own implementation plans which map against this framework, if this makes sense in their specific contexts.

This strategy can only be achieved with the support of the GSE members, and so we would ask scientists and engineers in the Civil Service to sign up to the GSE profession, and existing members to consider signing up to be a GSE champion.

****Further information about HoSEPs and other GSE opportunities can be found on our GOV.UK website and the GSE blog.**

THE GSE STRATEGY: OUR BLUEPRINT FOR THE FUTURE OF THE GSE PROFESSION



Aims

The GSE strategy is our blueprint for the future of the Government Science and Engineering (GSE) profession. It sets out what we want to achieve over the next 5 years, supporting our vision to secure the GSE's position at the heart of government decision making, by raising the profile of the profession, building pride and encouraging fresh talent into the profession. It also includes the GSE profession's commitment to meeting those priorities outlined in the Civil Service Workforce Plan.⁴

The strategy outlines how the GSE profession will undergo transformational change in 10 key areas or workstreams that are important to government scientists and engineers and which impact on their continual professional development (CPD) and career paths. Areas such as: diversity and inclusion, mentoring, talent management and leadership, reward and recognition.

Many of these workstreams are interdependent. In practice, we will need to collaborate across these workstreams to ensure we have an effective and coordinated implementation. But, for the purpose of this strategy, the goals for each workstream have been kept separate to enable us to track progress.

Aspirations

We have set our targets high, we will commit to change and to achieve “what good looks like” over a 5 year timeframe across all workstreams.

****A summary of our commitments are included in the table on page 12.**

The GSE Strategy action plan

We have produced a GSE Strategy action plan which sets out how we will achieve our aspirations for these workstreams. For each workstream, we have articulated the main challenges that exist, and produced a set of high level goals for how we will deliver change. The goals have indicative short, medium and long-term timescales to enable us to monitor and track progress.

****A table summarising this action plan and the high level goals can be found on page 13. The full action plan can be found in Annex A.**











Workstream	Our aspiration – what good looks like in the GSE profession
1) Raising the Profile & Building Pride 	<ul style="list-style-type: none"> The skills, knowledge and expertise of the GSE profession are recognised, understood & used effectively by Ministers and other leaders to support government decision making. Civil Servants working in government are proud of their science and engineering backgrounds. HoSEPs are ambassadors for the GSE profession supported by GSE members in their department, who in turn feel valued for their contribution. New talent is motivated to pursue a career in GSE.
2) Reward & Recognition 	<ul style="list-style-type: none"> Good visibility of the total reward packages for specialists across the GSE, members understand the tangible and subtle benefits to working in GSE. Tailored pay scales exist, to recruit and retain suitable candidates, in line with business needs, accounting for local market conditions. Access to good quality turnover data and information from exit interviews, and use this strategically to improve recruitment and stem the flow of those leaving the GSE profession. There is a clear succession plan, good knowledge transfer across the GSE profession, and the ability to source and replace lost/diminishing specialist skills.
3) Science & Policy Engagement 	<ul style="list-style-type: none"> Science, engineering and technology input is embedded in the policy cycle. GSE members understand their role as government science and engineering practitioners, they are deployed in the policy cycle at the right time and they respond in a timely manner with effective advice in a user-friendly format.
4) Capability & Skills 	<ul style="list-style-type: none"> Our members have the right skills, knowledge and expertise, and are able to deliver against the government's priorities and meet their department's business needs.
5) Talent Management & Leadership 	<ul style="list-style-type: none"> The Senior Civil Service (SCS) has good representation from across the GSE profession. There is a clear succession plan in place for CSAs & HoSEPs. The CS Leadership statement is embedded across the GSE profession. GSE members across the GSE profession are able to access support and training to enable them to progress in their careers, irrespective of whether working in specialist, policy or managerial roles.
6) Secondment & Interchange 	<ul style="list-style-type: none"> GSE members are able to move seamlessly across departments and sectors e.g. industry and academia, to upskill, learn new skills and strengthen existing skills to support their CPD and to increase the number of career options that are currently available to them. This movement of staff enables cross-sector skills gaps to be filled.
7) Diversity & Inclusion 	<ul style="list-style-type: none"> The GSE profession is diverse and inclusive, with its membership reflecting society in terms of age, ethnicity, gender, sexual-orientation, disability and socio-economic background. We are an exemplar for the Civil Service Talent Action Plan.
8) Mentoring 	<ul style="list-style-type: none"> The GSE profession leads the way in championing the benefits of mentoring, promoting best practice, ensuring access to resources and a consistent mentoring offer across the GSE profession. The GSE profession recognises and rewards the valuable contribution made by mentors in target areas such as: diversity, CPD and career pathways.
9) Collaborating & Networking 	<ul style="list-style-type: none"> Networking opportunities across the GSE profession exist, promoting exchange of information and expertise, providing peer review and raise awareness of the work undertaken. The networks are self-organising, self-managing and self-sustaining and include other CS professions. An increase in the number of people signing up to become GSE champions, which are embedded within every Civil Service department including arms-length bodies.
10) GSE Profession Outreach 	<ul style="list-style-type: none"> A new generation of scientists and engineers are motivated to pursue a career within the GSE profession and GSE membership increases. Existing skills gaps across GSE are filled and succession planning and knowledge management are no longer a problem.

Table 1: Summary of GSE Strategy Commitments











Workstream	Our aspiration – what good looks like in the GSE profession		
	6-12 months	12 months-2 years	2-5 years
1) Raising the Profile & Building Pride 	<ul style="list-style-type: none"> Publicise HoSEP role Formalise the HoSEP role & ensure it is captured in individual's job objectives Publicise mythbuster blog GSE mythbuster blog 	<ul style="list-style-type: none"> New CS Awards category Strategic comms plan Open-house events 	<ul style="list-style-type: none"> Monitor & develop ideas
2) Reward & Recognition 	<ul style="list-style-type: none"> Commission an external review of pay & reward Review critical skills gaps across GSE Best practice guidance using local frameworks Promote CS Awards: Use of analysis and Evidence & Innovation 	<ul style="list-style-type: none"> Develop best practice for pay & reward Collate exit interview & turnover date 	<ul style="list-style-type: none"> Develop guidance on publications for GSE members
3) Science & Policy Engagement 	<ul style="list-style-type: none"> Identify “go-to” people Publicise policy L&D opportunities e.g. policy schools Build on the GSE Storey 	<ul style="list-style-type: none"> L&D offer for GSE members – Policy awareness Series of L&D events for Policy Profession – understanding value of science advice and evidence Feasibility study – apprenticeship for GSE members to enable career transition Develop training offer for “go-to” people Publicise horizon-scanning and futures work 	<ul style="list-style-type: none"> Roll-out L&D offers across GSE
4) Capability & Skills 	<ul style="list-style-type: none"> Core-curriculum for GSE profession Update CSL portal Review current GSE Professional Skills Framework Promote benefits of professional accreditation & importance of achieving chartered status & other professional standards CPD awareness campaign – making the most of 5 days a year 	<ul style="list-style-type: none"> Develop parallel route to charterhip for those in policy or generalist roles in the GSE profession Roll-out core curriculum Set up a “network of specialist trainers” Support the establishment of a virtual National Security Academy 	<ul style="list-style-type: none"> Develop bespoke courses for specialists, if requirement exists. Review professional skills framework
5) Talent Management & Leadership 	<ul style="list-style-type: none"> Incorporate specialist skills retention & development into your review of the professional skills framework Continue to grow the Science and Engineering Fast Stream (SEFS) Embed the CS Leadership Statement Leadership Seminars 	<ul style="list-style-type: none"> Manage & maintain a GSE profession talent pool using 9-box talent grid information from departments Create GSE Talent Programme – enhancing SET skills at different career stages Feasibility of Fellows, Distinguished Scientists/Engineers equivalent to SCS 	<ul style="list-style-type: none"> Roll-out the talent programme and the new specialist roles
6) Secondment & Interchange 	<ul style="list-style-type: none"> Advertise existing opportunities Establish Taskforce for Secondment & Interchange Work with CS HR to link with CS secondment and interchange strategy 	<ul style="list-style-type: none"> Implement Task Force recommendations Develop strong case studies Feasibility study – visiting Fellowships & Professorships Feasibility – cross-sector secondments 	<ul style="list-style-type: none"> Continue to embed & review outputs from Task Force
7) Diversity & Inclusion 	<ul style="list-style-type: none"> Improve data collection: Link with wider CS & new registration survey Capture diversity data on new GSE registration survey Identify good role-models, develop case studies & publicise via GSE comms 	<ul style="list-style-type: none"> Annual diversity data drive Diversity & inclusion awareness campaigns e.g. autism awareness Achieve external recognition of being an inclusive, diverse, and supportive employer Best practice – ways of working in GSE profession 	<ul style="list-style-type: none"> Set-up networks and link with existing CS networks
8) Mentoring 	<ul style="list-style-type: none"> Publish a review existing schemes Best practice guidance for mentors Benefits of mentoring case studies Develop a pilot with Mentor-Watch 	<ul style="list-style-type: none"> Develop a GSE profession mentoring scheme 	<ul style="list-style-type: none"> Review for consistency, accessibility & best practice
9) Collaborating & Networking 	<ul style="list-style-type: none"> Publish findings from GSE “have your say” regional & departmental workshops Publicise external networking opportunities Grow the GSE champion network Develop cross-profession networks Produce a GSE map 	<ul style="list-style-type: none"> Support development of specialist networks Training material for GSE Champions Regional events, CS Live and CS Local Develop an Associate Membership scheme 	<ul style="list-style-type: none"> Monitor & develop ideas
10) GSE Profession Outreach 	<ul style="list-style-type: none"> Working group on case studies Publicise volunteering days Publicise job opportunities, secondments & internships Support STEM Futures Publicise RS Pairing Scheme 	<ul style="list-style-type: none"> Assess feasibility of apprenticeships Presence at career fairs Extend pairing and buddy schemes 	<ul style="list-style-type: none"> Develop policy awareness course at universities

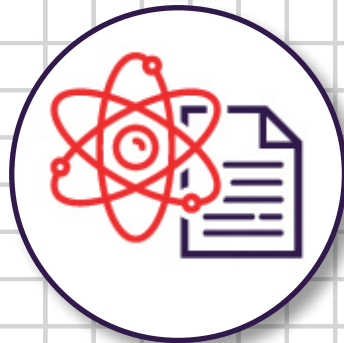
Table 2: Summary of the High Level Goals in the GSE Action Plan



**RAISING THE
PROFILE &
BUILDING PRIDE**



**REWARD &
RECOGNITION**



**SCIENCE
& POLICY
ENGAGEMENT**



**CAPABILITY
AND SKILLS**



**TALENT
MANAGEMENT
& LEADERSHIP**



**SECONDMENT &
INTERCHANGE**



**DIVERSITY &
INCLUSION**



MENTORING



**COLLABORATING
& NETWORKING**



**GSE
PROFESSION
OUTREACH**

1) RAISING THE PROFILE & BUILDING PRIDE

Aspiration – what good looks like in this area

The skills, knowledge and expertise of the GSE profession are recognised, understood & used effectively by Ministers and other leaders to support government decision making.

Civil Servants working in government are proud of their science and engineering backgrounds.

HoSEPs are ambassadors for the GSE profession supported by GSE members in their department, who in turn feel valued for their contribution. New talent is motivated to pursue a career in GSE.



Challenges

The GSE profession has suffered from a lack of profile, meaning that there is sometimes a poor understanding of its role, and that some GSE members feel that their work is insufficiently valued. There is a need to raise the profile of the GSE profession, to show Ministers and civil servants how science and engineering adds value to government, to ensure recognition for all members across GSE, and to encourage new talent into the GSE profession.

The role of departmental Heads of Science and Engineering Profession (HoSEP) needs to be clearer and more visible. In some departments, it is a voluntary role undertaken by the individual in addition to existing duties. GSE members are often unclear as to who they are and what they do.

Short-term (6-12 months)

We will:

- Publicise the role of departmental HoSEPs, and publish a summary of discussions from the GSE Profession Board on our GOV.UK website.
- Formalise the HoSEP role, ensuring that individual's job objectives includes reference to the delivery of the GSE strategy and acting as an ambassador for the GSE profession.
- Continue to publicise the GSE story inside and outside of the Civil Service, working with external partners. Develop a catalogue of case studies which can be published on the GSE GOV.UK website, to emphasise the importance of the "G" in GSE.
- Work with CSAs and HoSEPs to promote the variety and impact of the GSE profession e.g. Leaders teaching leaders, Wednesday morning colleagues, Policy Profession Board, Heads of Analysis Board.
- Continue to improve our GSE comms, using our new blog and updated GOV.UK website to showcase our work, inviting contributions from across the GSE profession, HoSEPs, other professions and other valued stakeholders. Look to develop a GSE Blog to 'myth-bust' inaccurate media reporting of GSE issues, working with departmental press offices.

Medium-term (12 months-2 years)

We will:

- Explore the possibility of introducing a Science and Engineering category within the Civil Service Awards or hosting an annual GSE Event, hosted by the GCSA to recognise the work of GSE ~100 staff nominated by HoSEPs.
- We will develop a strategic comms plan, to improve the understanding of what the "Government" element of GSE means, what we offer and the value we add.
- Arrange a series of "Open House" events to enable Civil Servants and the wider public to visit our sites across the UK and seeing for themselves, the valuable work that government scientists and engineers do.

Long-term (2-5 years)

We will:

- Continue to monitor and develop the ideas above

2) REWARD & RECOGNITION

Aspiration – what does good look like in this area



Good visibility of the total reward packages for specialists across the GSE, members understand the tangible and subtle benefits to working in GSE. Tailored pay scales exist, to recruit and retain suitable candidates, in line with business needs, accounting for local market conditions.

Access to good quality turnover data and information from exit interviews, and use this strategically to improve recruitment and stem the flow of those leaving the GSE profession. There is a clear succession plan, good knowledge transfer across the GSE profession, and the ability to source and replace lost/diminishing specialist skills.

Challenges

Specialists across the GSE profession often perceive that their pay is lower than equivalent roles in industry or academia, but reliable and comprehensive data is scarce.

In some specialist areas, recruitment and retention of specialist skills is difficult. We need to understand why people are choosing to leave the GSE profession and have better access to turnover data, so that we can reverse any trends and fill critical skills gaps.

For many specialists across the GSE profession, publishing their work is important for maintaining their CPD and chartered status. In some secure areas, there can be obstacles to publication that can result in members feeling demotivated and undervalued.

Short-term (6-12 months)

We will:

- Commission an external review of pay and reward across the GSE profession with a benchmarking exercise against industry and academia.
- Continue to review critical skills gaps across the GSE profession and work to address them.
- Encourage managers to support their staff if they wish to publish in support of their CPD, if appropriate. We will showcase examples via our GSE comms. We will incorporate this issue into the review of our current GSE professional skills framework.
- Understand better what existing local recognition frameworks are in place for individuals and teams and we will promulgate best practice across the GSE profession.
- Actively promote “The use of analysis and evidence” and “Innovation” categories in the CS Awards, as an important route for recognition of GSE achievements.

Medium-term (12 months-2 years)

We will:

- Use pay/benchmarking data to identify and share best practice across the GSE profession.
- Collate information from exit interviews and turnover data across GSE and feed into wider CS work on reward structures for the Civil Service Workforce plan.

Long-term (2-5 years)

We will:

- Develop GSE guidance on recording/publicising qualifications and publication history, if there is appetite for this from our members.

3) SCIENCE & POLICY ENGAGEMENT

Aspiration – what good looks like in this area

Science, engineering and technology input is embedded in the policy cycle. GSE members understand their role as government science and engineering practitioners, they are deployed in the policy cycle at the right time and they respond in a timely manner with effective advice in a user-friendly format.



Challenges

There is often a lack of awareness amongst policy makers about the role of government science and engineering, and the impact that the evidence and advice provided by the GSE profession can make when it is brought in to support decision making. This leads to under-utilisation of GSE members.

In the absence of an obvious “go to” person from the GSE, this may result in decisions being made without the input of GSE expertise.

But there is also often a lack of awareness and understanding within the GSE profession, about the policy making process including how decisions get made in government. This can result in evidence or advice that is not fit for purpose or is presented to the customer in a format that does not meet their needs.

Short-term (6-12 months)

We will:

- Work with departments to identify at least one “go-to” person in GSE and share this information across professions. In the first instance this can be the departmental Chief Scientific Adviser (CSA).
- Work with the policy profession to ensure that GSE members have the opportunity to participate in policy profession courses and publicise these opportunities through our comms channels. E.g. departmental Policy Schools,
- Build on the GSE Story, collating strong case studies which demonstrate the value and impact of GSE, and we will share with our policy profession colleagues and publicise on our GSE blog.

Medium-term (12 months-2 years)

We will:

- Work with the Policy Profession to develop a Learning & Development (L&D) offer to improve policy awareness for scientists and engineers in the GSE profession.
- Develop a series of L&D events designed to help understand how science advice and evidence adds value, including joint Policy/GSE events to provide networking opportunities.
- Work with the Policy Profession to explore the feasibility of setting up a new apprenticeship for the GSE profession to enable them to undertake structured L&D in a policy role, which will aid career transition to a policy role and will build closer ties between the professions.
- Identify the competencies for “go-to” individuals and develop a training offer to support them.
- Promote the use of horizon scanning and foresight techniques to help the GSE profession understand and prepare for future challenges in S&T and policy.

Long-term (2-5 years)

We will:

- Roll-out of L&D offers described above across GSE.

4) CAPABILITY AND SKILLS

Aspiration – what good looks like in this area



Our members have the right skills, knowledge and expertise, and are able to deliver against the government's priorities and meet their department's business needs.

Challenges

The GSE profession is diverse. Producing tailored learning & development for such a broad group is difficult. Many professional frameworks for scientists and engineers exist, owned by professional bodies, licensed by the Science and Engineering Council respectively. The GSE profession has its own framework. It can be difficult for members to navigate and understand which one is best for them.

Training material for specialists developed in-house by departments is not always accessible across the GSE profession, and there is no mechanism in place for sharing this material.

Short-term (6-12 months)

We will:

- Pool together and review existing departmental training resources e.g. e-learning packages and bespoke courses and assess what material should be made available across the GSE profession. Use this to develop a core-curriculum for the GSE profession.
- Work with Civil Service Learning (CSL) to update the learning portal to ensure that GSE members have access to the latest L&D information.
- Review our current GSE Professional Skills Framework⁵ working with the Science Council, Engineering Council and professional bodies to ensure that it aligns with their existing frameworks. We will produce clear guidance to ensure that it is user friendly.
- Work with HoSEPs, Science Council, Engineering Council and Learned Societies to promote the benefits of professional accreditation in science and engineering. This will include the importance of achieving chartered status and other professional standards.
- Promote the importance in maintaining CPD, including setting aside time to complete CPD as part of their 5 days Civil Service annual L&D quota.⁶ We will develop strong case studies to support this work and publish via our GSE comms.

Medium-term (12 months-2 years)

We will:

- Work with the Science Council and Engineering Council to develop a parallel route to chartership for GSE members working in policy or generalist roles, that do not have an obvious route to chartered status through a professional body. This will sit alongside existing routes. Encouraging cross-sector peer-review to maintain excellence and high standards.
- Roll out a core curriculum for the GSE profession with CSL.
- Set up a "network of specialist trainers", to share best practice & resources across GSE.
- Support the Security and Intelligence Agencies (SIA) with the establishment of a virtual National Security Academy.^D In particular, the development of a Science and Engineering Faculty which aims to share, develop and maintain critical knowledge and skills across the national security community.

Long-term (2-5 years)

We will:

- If there is a requirement to do so, we will work with CSL to develop bespoke courses for specialists in the GSE profession.
- Review the professional skills framework to ensure it is still fit for purpose.

^D The proposal for the establishment of a National Security Academy has been developed in response to an action in the 2015 Strategic Defence and Security Review

5) TALENT MANAGEMENT & LEADERSHIP

Aspiration – what good looks like in this area

The Senior Civil Service (SCS) has good representation from across the GSE profession. There is a clear succession plan in place for CSAs & HoSEPs. The CS Leadership statement is embedded across the GSE profession.⁷

GSE members across the GSE profession are able to access support and training to enable them to progress in their careers, irrespective of whether working in specialist, policy or managerial roles.



Challenges

Departmental programmes exist, but there is no consistent method for identifying and nurturing talent across whole of the GSE profession.

Data suggests that there are only 235 SCS from the GSE profession.^E The GSE profession lacks a clear pathway for individuals to progress to SCS. Specialists wishing to progress to senior “high level” scientific, engineering or technical positions often have to forfeit their specialism, taking on non-technical or managerial roles. This can result in skills gaps developing across the GSE profession.

For those individuals wishing to undertake a change of career, undertake greater management responsibility or to traverse into the policy areas, there is little support in terms of training to make this transition straightforward.⁸

Short-term (6-12 months)

We will:

- Review existing career paths available for technical and non-technical roles across GSE, for example “twin-track” career paths adopted by some departments. Develop and publish best practice guidance based on this review.
- Incorporate GSE skills, knowledge and judgement for specialists into our review of the current GSE professional skills framework.
- Continue to grow our Science and Engineering Fast Stream (SEFS),⁹ ensuring that we reach out to a wider audience to support our mission for the GSE profession to be diverse and inclusive.
- Embed the Civil Service Leadership Statement into the GSE profession, publishing regular blogs authored by our HoSEPs to raise their profile, improve understanding of their roles across the GSE profession.
- Develop strong role models which reflect the diversity of the roles undertaken across the GSE profession and publicise via a series of leadership seminars, starting with CSA and HoSEP led events. Open these up to other professions to encourage networking.

Medium-term (12 months-2 years)

We will:

- Manage and maintain a GSE profession talent pool, which can be used to feed into existing and future schemes using the 9-box talent grid¹⁰ information supplied by departments.
- Create a GSE talent programme aimed at developing and enhancing science, engineering and technology leadership at key career stages. This will include substantial science, engineering and technology content, it will also focus on developing a breadth of vision and interdisciplinary skills enabling individuals to usefully contribute to broad policy issues and work effectively in a ‘systems context’.
- Explore the feasibility of introducing “Fellows”, “Distinguished Scientist/Engineer” across the GSE profession, which are equivalent to Senior Civil Service Grades, to recognise the value of specialist expertise. These roles must also demonstrate application of transferrable skills to policy and operational areas.

Long-term (2-5 years)

We will:

- Roll-out the talent programme and the new specialist roles across GSE as described above.

^E Figures obtained from Civil Service Learning, September 2016.

6) SECONDMENT & INTERCHANGE

Aspiration – what good looks like in this area



GSE members are able to move seamlessly across departments and sectors e.g. industry and academia, to upskill, learn new skills and strengthen existing skills to support their CPD and to increase the number of career options that are currently available to them. This movement of staff enables cross-sector skills gaps to be filled.

Challenges

For those specialists wishing to gain additional skills and experience outside of their current role to support their CPD or as part of a flexible career option, secondment and interchange are an attractive opportunity. However, due to issues with backfilling vacancies, headcount restrictions and perception about loss of important specialist skills these opportunities can be rare and poorly publicised.

In areas where critical skills gaps exist across government, academia and industry, the market for rare specialist skills is strong and can lead to competition between sectors.

Short-term (6-12 months)

We will:

- Advertise existing secondments and interchange including those in academia and industry on our opportunities blog post to reach a wider audience.
- Establish a Task Force for Secondment and Interchange, we will ask them to review the current secondment and interchange options available in government for example loans, secondments, internships, joint academic/government roles. We will capture requirements across the GSE profession, and establishing where good practice and barriers exist.
- We will produce a Secondment and Interchange plan for the GSE Profession.
- Invite HoSEPs, GSE volunteers, HR members and other analytical professions to participate in the taskforce and publish the outputs on our GOV.UK website to ensure openness and transparency.
- Work with Civil Service Resourcing (CSR) to ensure that the GSE profession's requirements are fed into the Civil Service secondment and interchange strategy being developed.

Medium-term (12 months-2 years)

We will:

- Implement the recommendations arising from the Task Force.
- Develop case studies demonstrating the value of on secondments and interchange.
- Explore the feasibility of using visiting Fellowships and Professorships in academia and industry to keep specialists skills up to date whilst still meeting the business needs of their department.
- Work with academia and industry to develop cross-sector secondments, focussing on areas with shared skills gaps and linking with wider CS initiatives.

Long-term (2-5 years)

We will:

- Continue to embed and review the outputs from the Task Force.

7) DIVERSITY & INCLUSION

Aspiration – what good looks like in this area

The GSE profession is diverse and inclusive, with its membership reflecting society in terms of age, ethnicity, gender, sexual-orientation, disability and socio-economic background. We are an exemplar for the Civil Service Talent Action Plan.¹¹



Challenges

Across the GSE profession, recruiting and retaining rare specialist skills in a highly competitive market is difficult. We need to be an attractive employer for all the population, not just a subset. We want to encourage opportunity for all, as a diverse and inclusive profession, enabling us to be more creative and innovative in meeting the priorities of government. To achieve this, we need access to better quality diversity data about the GSE profession.

From the Annual Civil Service Employment Survey 2015,¹² the GSE profession has lower figures in all areas compared to the Civil Service as a whole (for which the percentages are given in brackets). Numbers of women and BAME are particularly low.

- **Women: 21.5% (53.9%)**
- **BAME: 3.8% (10.6 %)**
- **Declared disabled: 8.0% (8.9%)**
- **LGBO: 2.2% (3.6%) NOTE: There was only a 50% completion rate for this category.**
- **Age 50+: 37.9% (39.9%)**

Where there is a need for workplace adjustments for individuals, due to disability or a health condition, these should follow best practice. Although many GSE roles are not desk-based, this should not be considered a barrier for disabled scientists and engineers taking forward a GSE career.

The clearance process for security sensitive roles is not well understood, it can deter individuals with non-UK national parentage from applying.

Short-term (6-12 months)

We will:

- Improve data collection on diversity, in particular around disability, linking with wider CS activities.
- Encourage our members to fill in their diversity data on our new registration survey.
- Identify good, inspiring role models and publish their case studies on our GSE blog and cascade through our GSE comms channels.

Medium-term (12 months-2 years)

We will:

- Lead an annual diversity data completion drive championed by the Head of Profession.
- Raise awareness of specific disabilities, including autism/aspergers. To provide better support to individuals and their managers, in terms of recruitment, retention and progression. We will build on work previously undertaken by GCHQ,¹³ and link with existing Civil Service activities.¹⁴
- Promote departmental campaigns, and best practice in ways of working, highlighting the need to accommodate those with disabilities working in laboratories and other atypical workspaces.
- Achieve external recognition of being an inclusive, diverse, and supportive employer. For example, using existing models such as Athena SWAN^F model and applying it to other diversity areas.

Long-term (2-5 years)

We will:

- Help members to set up their own networks or facilitate access to Civil Service networks such as the Civil Service Disability and BAME networks where required.

^F The Athena SWAN Charter was established in 2005 to encourage and recognise commitment to advancing the careers of women in science, technology, engineering, maths and medicine (STEMM) employment in higher education and research. The charter now recognises work undertaken to address gender equality more broadly, and not just barriers to progression that affect women.

8) MENTORING

Aspiration – what good looks like in this area



The GSE profession leads the way in championing the benefits of mentoring, promoting best practice, ensuring access to resources and a consistent mentoring offer across the GSE profession. The GSE profession recognises and rewards the valuable contribution made by mentors in target areas such as: diversity, CPD and career pathways.

Challenges

GSE members have access to a range of internal and external mentoring schemes which cater for leadership, career progression, technical subject matter mentoring.

However, it is not clear which ones are best for them and the visibility of existing schemes is patchy. There is no one size fits all solution. There is no consistent mentoring offer available to GSE.

Short-term (6-12 months)

We will:

- Review existing internal and external mentoring schemes, and publish a summary of the type of schemes offered e.g. leadership, diversity etc and gaps in coverage on our GOV.UK website.
- Develop and publish best practice guidance for mentors.
- Work closely with HoSEPs to develop strong career case studies to promote the importance of mentoring across the GSE profession.
- Work with Mentor Match¹⁵ to explore developing a pilot scheme tailored to meet a specific challenge in the GSE profession e.g. diversity.

Medium-term (12 months-2 years)

We will:

- Ensure we have a consistent and accessible offer available to the whole of the GSE profession. If necessary, we will develop a mentoring scheme tailored to the professional needs of GSE, building on best practice identified from the review.

Long-term (2-5 years)

We will:

- Review this area for consistency, best practice and accessibility.

9) COLLABORATING & NETWORKING

Aspiration – what good looks like in this area

Networking opportunities across the GSE profession exist, promoting exchange of information and expertise, providing peer review and raise awareness of the work undertaken. The networks are self-organising, self-managing and self-sustaining and include other CS professions.

An increase in the number of people signing up to become GSE champions, which are embedded within every Civil Service department including arms-length bodies.



Challenges

With the GSE profession spread across the UK and with GSE members involved in diverse roles from specialist to policy and operational roles, there can be practical obstacles to building networks. Individual's needs vary depending on their role, and this makes setting up meaningful networking events difficult to achieve.

Professional bodies, National Academies, PROSPECT union, Science Council and Engineering Council all encourage networking opportunities, but it is not clear which ones are of most use to GSE members.

Short-term (6-12 months)

We will:

- We will publish the findings from the 14 regional and departmental “Have your say” workshops that we ran in Spring/Summer 2016, to promote openness and transparency.
- Work with professional bodies, PROSPECT, National Academies and others to publicise existing and forthcoming networking events. Ensuring that GSE members that attend feedback their comments on usefulness to share with the wider GSE profession.
- Continue to grow our network of GSE champions to help us cascade important information about the GSE profession and raise the profile of the work that we do.
- Work with other professions, to raise awareness of what we do, and to explore opportunities for undertaking joint work/initiatives and networking.
- Produce a “GSE map”, using information from the GSE Directory of Expertise.¹⁶ Users will be able to view the departments which are part of GSE, find out what they do and identify points of contact with shared interests/expertise.

Medium-term (12 months-2 years)

We will:

- Help GSE members to set up their own GSE networks to meet their specific needs e.g. based on subject area expertise, encouraging them to self-organise and self-manage.
- Develop training materials and explore the use of “Action learning sets” to support GSE champions and help them grow their networks.
- Work with CS local to arrange regional GSE events e.g. GSE seminars, opening these up to other professions and organisations. We will continue to have a presence at CS Live.
- Develop an associate membership scheme, using alumni to raise the profile of the GSE profession.

Long-term (2-5 years)

We will:

- Monitor & develop the ideas above, seeking new opportunities where it will add value.

10) GSE PROFESSION OUTREACH

Aspiration – what good looks like in this area



A new generation of scientists and engineers are motivated to pursue a career within the GSE profession and GSE membership increases. Existing skills gaps across GSE are filled and succession planning and knowledge management are no longer a problem.

Challenges

Scientists, engineers and school leavers are often unaware that they can work in the GSE profession at sites across the UK. There are often perceptions that work in the Civil Service is in practice limited to certain social groups, for instance Oxbridge graduates.

There are critical skills gaps in specialist areas across the GSE profession, and filling these vacancies can be difficult, particularly in some cases where we are competing with industry and academia. More could be done to publicise these GSE vacancies inside and outside the Civil Service.

The GSE profession's current talent scheme, the Science and Engineering Fast Stream⁹ is a good way of bringing graduates with a Masters or PhD qualification into the GSE profession. There are also a number of departmental schemes which include apprenticeships.⁶ But, there are no pan-government schemes in place to bring individuals without a postgraduate qualification into the GSE profession.

Short-term (6-12 months)

We will:

- Establish a working group which includes Learned Societies and Universities to create case studies of individuals who have had a valuable career that includes government and cascade these to a wider audience as possible.
- Encourage GSE members and GSE Champions to use their 3 days CS volunteering days¹⁷ for outreach activities. We will publicise these opportunities when they become available.
- Publicise job opportunities, secondments and internships on our GSE blog and link up with other search engines such as jobs.ac.uk. Ensure that the Civil Service Jobs search engine includes an option for viewing jobs that are relevant to the GSE profession.
- Work with the Ministry of Defence to promote their STEM Futures^H initiative and evaluate if this model could be applied to fill skills gaps in other specialist areas.
- Publicise our joint GSE/Royal Society pairing scheme and other relevant schemes^I, run by groups including STEMNET^J, and the Wellcome Trust, using our GSE blog.

Medium-term (12 months-2 years)

We will:

- Work with departments to identify if the GSE profession can develop apprenticeships in those areas where critical skills gaps exist.
- Ensure a strong GSE presence at careers fairs across the UK and publicise these events using our comms channels.
- Explore whether the pairing/buddying scheme model could be rolled out more widely across GSE.

Long-term (2-5 years)

We will:

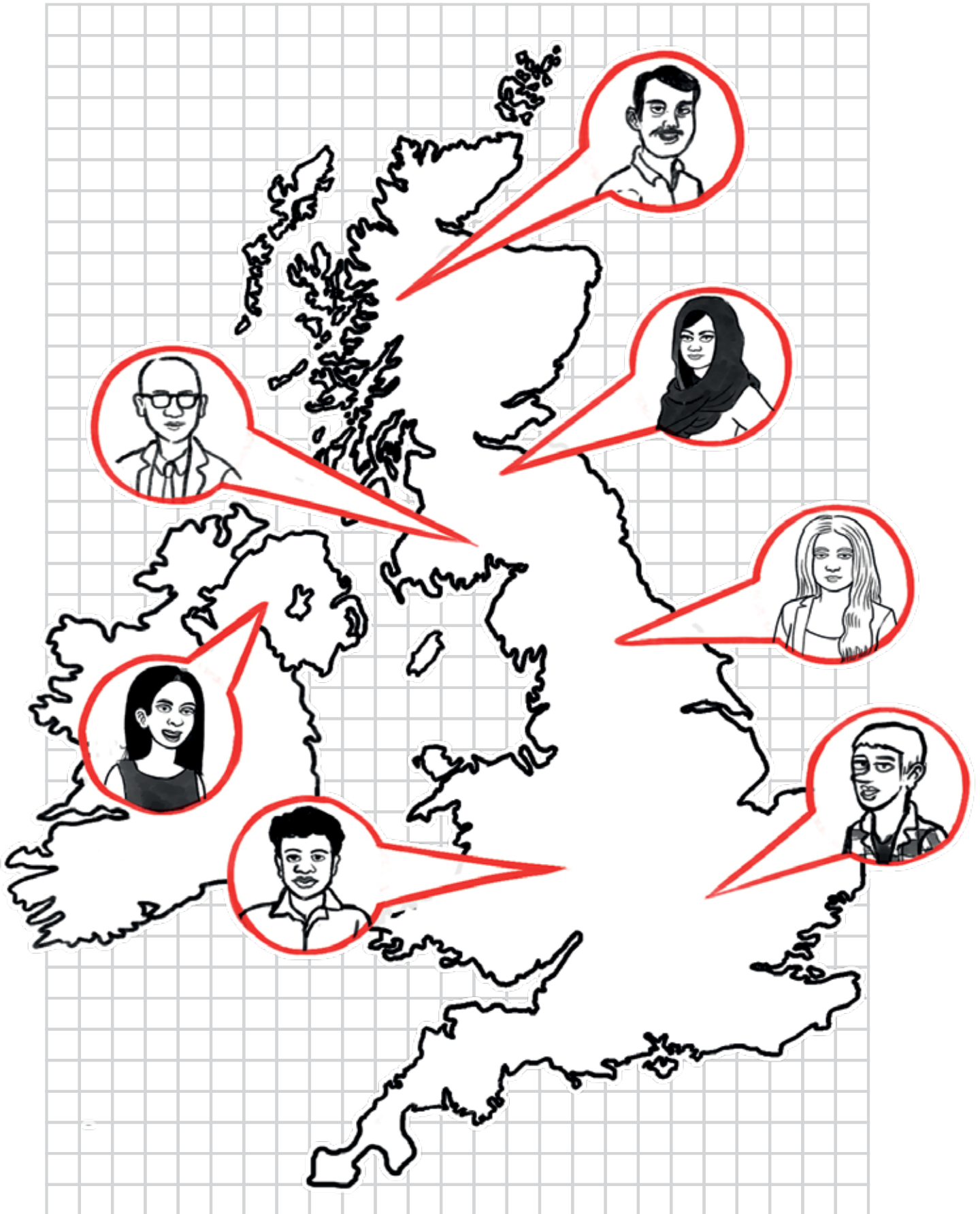
- Work with universities, professional bodies and national academies to develop and embed policy awareness courses as part of their science and engineering degrees.

^G Dstl runs a Graduate Development Scheme which is open to those with and without postgraduate qualifications. It also offers summer and one year placements to undergraduates. It also runs an Engineering Apprenticeship Scheme, which recruits apprentices without higher education.

^H STEM Futures is a pilot recruitment & talent pipeline, it currently focusses on areas where future skills need to be developed or where there is already a skills gap in the defence and security domain. The model involves setting up technical hubs in key areas and inviting industry, academia and government to become partners. The training offer is a combination of targeted placements with on-the-job learning, accredited training courses, networking activities and mentoring with subject matter experts. Current focus areas include: Energetics, Quantum Technologies, Cyber, Big data and Robotics & Autonomous Systems (RAS).

^I MoD (including Dstl, DE&S and each of the military services) has an active STEM outreach programme. The MoD recently published a new STEM Outreach strategy, which aims to coordinate activity in this area across the department.

^J STEMNET is an independent educational charity funded by government and the Gatsby Charitable Foundation, set up to inspire young people in STEM subjects. It runs a STEM Ambassadors programme, bringing volunteers working in STEM sectors in to the classroom, STEM clubs, which support teachers in taking pupils beyond the curriculum; and the Schools STEM Advisory Network, providing schools with the help they need to deliver STEM lessons and enrichment projects.

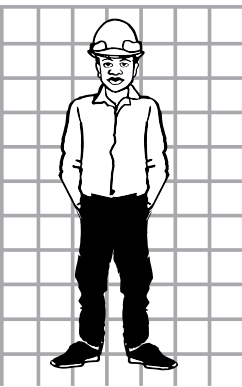
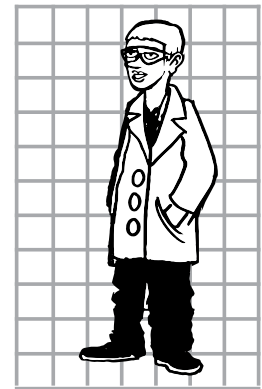


We have developed the following pen pictures to demonstrate the diversity in the roles that exist across the GSE profession.

Deep Specialist:

They are individuals with deep specialist skills, knowledge and expertise, in a niche domain or subject area, which may have been built up within their organisation, academia or industry. They will usually have a strong affiliation to a professional body or institution and good ties to academia and industry.

Roles can include lab based research, senior technical supervisory roles, designing, building developing, testing new products and systems. Depending on their field of expertise, they may also identify with operational research, government social research and other analytical professions.



Specialist:

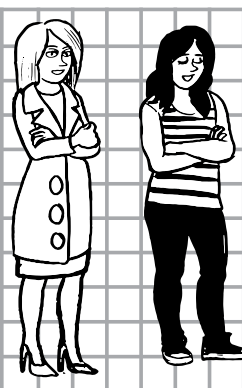
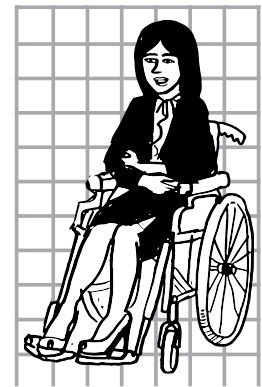
They are individuals with specialist knowledge and expertise in a particular area, they could in principle become deep specialists if they continue to work in their chosen subject area or could perhaps use their transferable skills to work in a range of government science and engineering organisations. Depending on their background and expertise, many will have an affiliation to a professional body or institution.

Roles include: as above for deep specialists, technical project management & performing intelligent supplier and customer functions. They may identify with project management, security, operational research, government social research and other analytical professions.

Policy Roles:

Policy makers who use their scientific understanding or domain knowledge to add value in the areas they work in. Depending on their background and expertise, some will have an affiliation to a professional body or institution, but, many will not, for example, those working in cross-disciplinary areas.

Roles include: “policy for science” working on policies for things like research funding, universities and innovation policy and “science for policy”, where research evidence can help to deliver better policies in a wide range of areas. They may strongly identify with the Policy Profession.



Generalist:

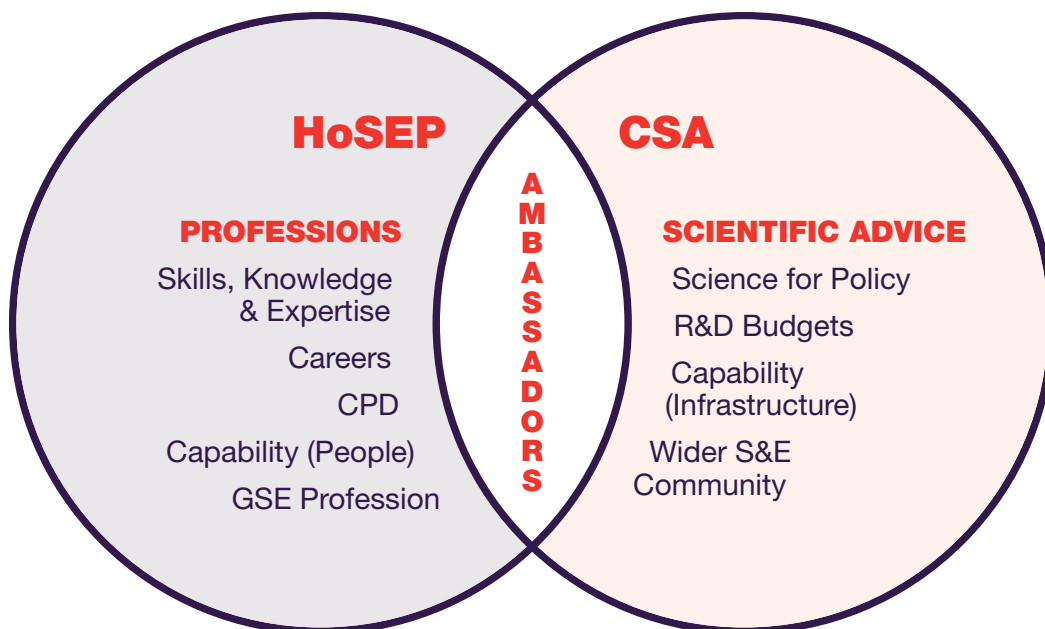
Those who have qualifications in science/engineering, but do not necessarily use them in day-to-day work. They undertake roles across the whole of the Civil Service in corporate services, operational delivery, policy, and regulatory organisations, they may identify with several of other Civil Service professions. Depending on their background and expertise, some will have an affiliation to a professional body or institution, but, many will not, for example, those working in cross-disciplinary areas.

HoSEPs are responsible for ensuring that the scientists and engineers within their organisations have access to a range of professional development opportunities to enable more flexible career paths. This includes championing and integrating the Government Science and Engineering (GSE) profession within their organisation.

They are responsible for ensuring that they have the right skills, knowledge and expertise in place within their departments to meet their departmental business objectives.

They are responsible for raising the profile of the work and facilitating access to specialist skills, knowledge, and expertise ensuring that evidence based advice is used to support operational delivery and inform policy decisions made by Ministers and Senior Officials across Whitehall.

The diagram below shows the complementary nature of the role of a departmental HoSEP and a Chief Scientific Adviser (CSA).



The GSE Profession Board, previously known as the Heads of Science and Engineering Profession (HoSEP) Board is a senior level, cross-departmental steering group for the GSE profession which is chaired by the Government Chief Scientific Adviser (GCSA) who is the Head of Science and Engineering profession in government.

The board consists of HoSEPs from major science and engineering user organisations across government. It includes representatives from central government departments as well as devolved administrations, and other government bodies.

The aims of the board broadly fall under 3 main headings:

- **Professional interest:** Upholding the professional interests of scientists and engineers within their department/organisation.
- **Ambassadors for the GSE profession:** Ensuring that the GSE profession is fit for purpose and meeting the needs of its members within their organisation.
- **GSE Strategy:** Supporting the Head of Profession in delivering the GSE Strategy.

GSE Strategy: Abbreviations

BAME	Black, Asian, and Minority Ethnic	L&D	Learning and Development
COMMS	Communications	LGBO	Lesbian, Gay, Bisexual, and Other
CPD	Continual Professional Development	MoD	Ministry of Defence
CS	Civil Service	PhD	Doctor of Philosophy
CSA	Chief Scientific Adviser	RAS	Robotics and Autonomous Systems
CS	Civil Service	R&D	Research and Development
CSL	Civil Service Learning	RS	Royal Society
CSR	Civil Service Resourcing	S&E	Science and Engineering
DE&S	Defence Equipment and Support	S&T	Science and Technology
DSTL	Defence Science and Technology Laboratory	SCS	Senior Civil Service
GCHQ	Government Communication Headquarters	SEFS	Science and Engineering Fast Stream
GCSA	Government Chief Scientific Adviser	SET	Science, Engineering, Technology
GO-Science	Government Office for Science	SRO	Senior Responsible Owner
GSE	Government Science and Engineering	STEM	Science, Technology, Engineering, Mathematics
HoSEP	Head of Science and Engineering Profession	STEMM	Science, Technology, Engineering, Mathematics, Medicine
HR	Human Resources	STEMNET	Science, Technology, Engineering, Mathematics Network

Acknowledgements

- Animal and Plant Health Agency (APHA)
- Cabinet Office (CO)
- Centre for Applied Science and Technology (CAST)
- Centre for Environment, Fisheries, and Aquaculture Science (CEFAS)
- Chief Scientific Advisers (CSA)
- Civil Service Learning (CSL)
- Civil Service Live
- Civil Service Local
- COGNITIVE
- Defence Science and Technology Laboratory (DSTL)
- Department for Business, Energy, & Industrial Strategy (BEIS)
- Department for Environment, Food, and Rural Affairs (DEFRA)
- Department for International Development (DfID)
- Department for Transport (DfT)
- Department for Work and Pensions (DWP)
- Department of Health (DH)
- Engineering Council
- Environment Agency (EA)
- Food Standards Agency (FSA)
- Foreign and Commonwealth Office (FCO)
- Forest Research
- Forestry Commission
- Government Office for Science (GO-Science)
- GSE Profession Board
- GSE Team (Shabana, Greg, Jenni & Rosie)
- Heads of Science and Engineering Profession (HoSEP)
- Health and Safety Executive (HSE)
- Health and Safety Laboratory (HSL)
- HM Revenue and Customs (HMRC)
- Highways Agency
- Home Office (HO)
- Institute of Chemical Engineers (IChemE)
- Institute of Civil Engineers (ICE)
- Institute of Engineering and Technology (IET)
- Institute of Mechanical Engineering (IMechE)
- Institute of Physics (IOP)
- Intellectual Property Office (IPO)
- Maritime and Coastguard Agency
- Medicine and Healthcare Products Regulatory Agency (MHRA)
- Met Office
- Ministry of Defence (MoD)
- National Institute for Biological Standards and Control (NIBSC)
- National Physical Laboratory (NPL)
- Natural Resources Wales (NRW)
- Policy Profession
- PROSPECT
- Public Health England (PHE)
- Royal Academy of Engineering (RAEng)
- Royal Society
- Royal Society of Biology (ROB)
- Science Council
- Scottish Government
- Security and Intelligence Agencies (SIA)
- UK Space Agency (UKSA)
- University of Sheffield
- Veterinary Medicines Directorate
- Welsh Assembly Government
- Participants and Organisers of Civil Service Live “Have Your Say on the Government Science and Engineering Profession” 2016 Sessions Held at:
 - Cardiff
 - Coventry
 - Glasgow
 - London
 - Sheffield
- Participants and Hosts of “Have Your Say on the Government Science and Engineering Profession” workshops held at:
 - Met Office
 - Food Standards Agency
 - Health and Safety Executive
 - Intellectual Property Office
 - National Institute of Biological Standards and Control
 - Prospect Annual Conference
 - Public Health England and Defence Science and Technology Laboratory

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