



**Diversity and Inclusion** 

### Progression Framework

for professional bodies



A FRAMEWORK FOR PLANNING AND ASSESSING PROGRESS



### Progression Framework



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### Diversity and Inclusion (D&I) Progression Framework Overview

The D&I Progression Framework was developed in a collaboration between the Royal Academy of Engineering (Academy) and the Science Council to progress diversity and inclusion (D&I) across 63 engineering and science professional bodies.

It builds on the *Engineering Diversity Concordat* and the Science Council *Declaration on Diversity, Equality and Inclusion* with the aim of helping professional bodies track and plan progress on D&I.

The framework asks professional bodies about progress on D&I in the eight areas listed below, by setting out four levels of good practice for each.

- (1) Governance and leadership
- (2) Membership and professional registration
- (3) Meetings, conferences and events
- (4) Education and training, accreditation and examinations
- (5) Prizes, awards and grants
- (6) Communications, marketing, outreach and engagement
- (7) Employment
- (8) Monitoring and measuring

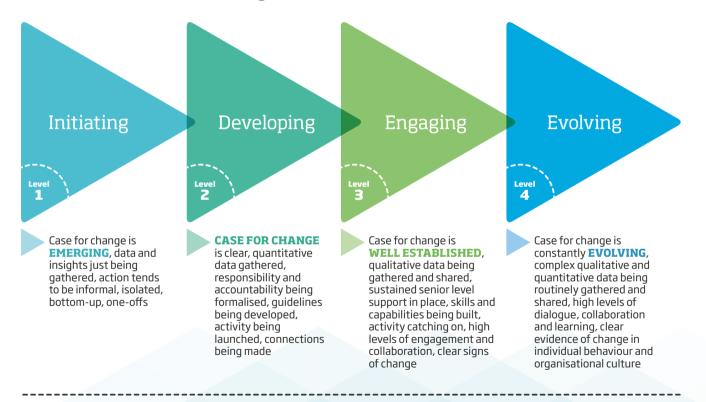
The framework
certainly encouraged
people to think about
this subject when maybe
they wouldn't previously
have done,
or think differently."

- BCS, The Chartered
Institute for IT



### A four-level maturity model





The next few pages give a summary of best practice in each of the eight areas against the four-level maturity model.

For a full version of the framework, contact diversityteam@raeng.org.uk or diversity@sciencecouncil.org.

### Framework descriptors for professional bodies



### Governance and leadership Summary

# Initiating Tevel

- ► A case for change is **EMERGING**.
- ► D&I feature in leadership discussions.
- ➤ Observational data on leadership demographics is informally shared.

Developing



- ► A case for change is **ARTICULATED**.
- ► Leadership positions are filled by a transparent and accessible process.
- ► Action to increase leadership diversity is considered.
- ► Meetings are accessible.
- ► Data on organisation demographics and leadership is shared.

Engaging



- ➤ D&I ambition is **LINKED** to broader organisational objectives.
- ▶ Plan of action is in place.
- ► Leadership on D&I is evident on a daily basis.
- Qualitative and/or quantitative signs of progress are evident.



- Leadership ROUTINELY REVIEWS data, takes action and tracks progress.
- ► Collective responsibility is the norm.
- ► New activities are assessed for impact.
- Organisation leadership opens up to scrutiny and shares best practice.
- Clear sustained behavioural change at leadership level is evident.





#### Membership and professional registration Summary

# Initiating



- ► A case for action is EMERGING.
- Membership criteria are reviewed, transparent and accessible.
- ► Some data is gathered and shared internally.
- Activity is ad-hoc and reactive.

# Developing



- Ambition is COMMUNICATED internally and externally.
- Communications reach minimum standards for accessibility.
- Assessors are aware of unconscious bias.
- Responsibility for action is defined.
- Data on demographics is gathered to identify unintentional barriers to greater diversity.

# Engaging



- Members' views on barriers faced by different groups are sought.
- ► An **ACTION PLAN** is in place to address barriers.
- Communication is inclusive.
- Codes of conduct reference inclusive behaviour expected.
- Qualitative and/or quantitative signs of progress are evident.



- ► Leadership **ROUTINELY REVIEWS** data, takes action and tracks progress.
- ► Collective responsibility is the norm.
- Work with members and partners addresses systemic and organisational barriers.
- ▶ Data on experience and intersection between characteristics is gathered and used to inform action.
- Clear sustained cultural change in relation to membership and professional registration is evident.



#### Meetings, conferences and events Summary

Initiating



- ► Discussion on increasing diversity of **SPEAKERS** has begun.
- Venue accessibility is considered and potential participants are asked about needs.
- Observational data about speaker diversity and accessibility is shared internally.

eveloping



- ► Ambition to increase diversity of speakers and inclusion of **ATTENDEES** is clearly stated.
- ► People responsible are made aware and are supported to achieve ambition.
- Organisational policies and guidelines are reviewed for unintentional barriers.
- ► Materials are reviewed to support positive messaging.
- Feedback from speakers and delegates is used to inform progress.

Engaging



- ► A plan of action is in place.
- ► MEETING CHAIRS actively seek to increase D&I.
- ➤ Qualitative and/or quantitative signs of progress are evident.



- **▶ DIVERSITY** of speakers is visible.
- ► Attendee access needs are anticipated.
- ▶ Good practice is learnt and feedback from speakers used to improve D&I.
- Clear, sustained cultural change in relation to meetings conferences and events is evident.





#### Education and training, accreditation and examinations Summary

### Initiating



- ▶ LINKS between D&I education, training, accreditation and review are considered.
- ▶ Candidates are asked about their access needs.
- ► Some ad-hoc activity relating to impact on diverse groups takes place.
- ► Some data is gathered and shared internally.

eveloping



- ▶ There is ambition to remove barriers to underrepresented group PARTICIPATION.
- ▶ Demographic data on the performance of different groups is gathered.
- ► Assessment and review board criteria are reviewed for unconscious bias.
- ▶ Processes are checked to ensure they do not unintentionally discriminate.

Engaging



- ► A plan of action has been approved.
- ► Content developers have access to information on accessibility and **UNCONSCIOUS BIAS.**
- ► Assessment and review boards have access to quidance on minimising unconscious bias.
- ► There is visible diversity among those in decisionmaking positions.



- ► Leadership **ROUTINELY REVIEWS** data, takes action and tracks progress.
- ► Education providers are actively encouraged to improve their approach to D&I.
- ► Continuous professional development for underrepresented groups is in place.
- ► Consideration is given to encourage wider diversity of assessment preferences.
- ► Good practice is widely and actively sought.
- ► Clear, sustained cultural change in education, training, accreditation, review boards and examinations is evident.



#### Prizes, awards and grants Summary

Initiating Tevel

- ► D&I in prizes, awards and grants is discussed.
- Assessment criteria and processes are TRANSPARENT and freely available.
- Observational data is shared internally.

Developing



- ► There is clearly stated ambition to improve.
- Criteria and processes have been reviewed for unintentional barriers.
- ► A named person has responsibility and effort is made to ensure **DIVERSE JUDGING/REVIEW** panels.
- ▶ Data is gathered and shared internally.

Engaging



- ► Leadership has approved a plan of action.
- ► Effort is made to generate nominations/ submissions from UNDERREPRESENTED GROUPS.
- Judging and review panels have access to information on unconscious bias.
- Qualitative and/or quantitative signs of progress are evident.



- Leadership ROUTINELY REVIEWS data, takes action and tracks progress.
- Data and feedback from successful/ unsuccessful nominees/applicants on the process is acted on where possible.
- Winners from different backgrounds are featured to celebrate the diversity of the profession.
- Reputational risk and learning from public debate in other sectors is considered.
- Clear, sustained cultural change in education, training, accreditation, review boards and examinations is evident.





### Communications, marketing, outreach and engagement Summary

# Initiating



- ► Increasing D&I in communications, marketing, outreach and engagement is discussed.
- ► MATERIALS are reviewed to support D&I.
- Other ad-hoc or informal activity may take place.

# Developing



- ► The people responsible understand the diversity of their **AUDIENCE**.
- ► Guidance is available to integrate D&I into activities.
- Websites have minimum level of accessibility for disabled people.
- ► Accessible materials are developed to support D&I.
- Commitment, strategy and plans and are communicated internally.

# Engaging



- ► A plan of action to communicate **POSITIVE MESSAGES** is in place.
- ► Effort is made to diversify role models presented by the organisation.
- ► The use of inclusive imagery and terminology is evident.
- Communication is integrated into communication on other issues.
- Clear signs of progress are evident.



- ► Collective responsibility is the **NORM**.
- Consideration is given to delivering activities targeted at, and/or in partnership, with underrepresented groups.
- ➤ The organisation learns from others and implements good practice.
- ► The organisation comments publicly on D&I.
- Clear, sustained cultural change in communications, marketing, outreach and engagement is evident.

### **Employment**Summary



- ► Discussion on increasing D&I is taking place.
- ► There is some GOOD PRACTICE on equality, D&I.
- ► Other activity is in response to immediate issues.
- ► The organisation complies with relevant legal duties.

eveloping



- ► A case for increasing D&I in employment is agreed and ambition is clearly communicated.
- ► FLEXIBLE WORKING policy is in place but take up is limited.
- ► Employment practices are under review along with the experiences of underrepresented groups.
- ► All decision-makers are given access to information on UNCONSCIOUS hias.
- ➤ Data is gathered and shared internally.

Engaging



- ► Leadership has approved a plan of action.
- ► The organisation is using **INSIGHTS** from staff and good practice guidance to create a more diverse and inclusive workforce.
- ► Demographic data is gathered and shared internally.
- Qualitative and/or quantitative signs of progress are evident.



- Leadership ROUTINELY REVIEWS data, takes action and tracks progress.
- ► Collective responsibility is the norm.
- ► Collaboration with external partners to exchange good practice is in place.
- ► Data on demographics and experiences of different groups is routinely gathered and shared.
- Data on underrepresented groups is BENCHMARKED internally and externally.
- Clear, sustained cultural change in communications, marketing, outreach and engagement is evident.





### Monitoring and measuring Summary



- ► A case for measuring and monitoring is developing.
- ➤ OBSERVATIONAL data is noted and shared internally.

# Developing Fenel

- ► The STARTING POINT for D&I is established.
- Leadership has articulated ambitions against which D&I is measured.
- One or more people are responsible for measuring.
- Data is gathered and shared internally.





- ► Key **QUALITATIVE** and **QUANTITATIVE** performance indicators are agreed.
- ▶ Demographic data, progress, strengths and areas for development are shared internally and used to inform action.
- Requests for data get high response rates.
- Qualitative and/or quantitative signs of progress on D&I are evident.



- ► Leadership **ROUTINELY REVIEWS** progress against performance indicators.
- ► There is collective responsibility for measuring progress.
- Progress is routinely incorporated into overall external organisational reporting.
- Data on progress is benchmarked internally and externally and used to drive action.
- ► Data on more complex demographics is shared internally.
- ► Clear, measurable sustained cultural change in relation to D&I is evident.

### Self-assessment, reporting and benchmarking

### The framework can be used by professional bodies as an internal tool at any time, in order to:

- **STRUCTURE** conversations about performance and progress on D&I
- **IDENTIFY** strengths and areas for development
- **REPORT** on performance to leadership teams or boards
- PLAN next steps in making progress on D&I

When used in this way the completed framework is for the organisation's purposes only; it does not have to be submitted to the Academy or the Science Council for review.

#### **Collective benchmarking**

On a periodic basis, the Science Council and the Academy will invite professional bodies to take part in a collective benchmarking exercise, when professional bodies in science and engineering will be asked to complete and submit a self-assessment against the framework.

- All the information provided for assessing progress and benchmarking will be treated confidentially and seen only by named contacts at the Academy and/or the Science Council.
- The purpose of this collective exercise is not to create a 'league table' but instead to gather **examples of good practice, the successes, challenges and priorities** on D&I for professional bodies in engineering and science, as well as more quantitative indicators of progress.
- In addition to an overall report, participating organisations will receive an **individual report** summarising their progress and proposing a small number of next steps towards progress on D&I. Each individual self-assessment will lead to the generation of a spider graph see right.
- During the reporting stage of the collective benchmarking exercise, a spider graph will be generated representing engineering and science performance. Organisations who wish to can use this to benchmark their performance against their peers.



Very useful format. Excellent tool for tracking and moving forward diversity plans. Highly recommended that this be rolled out."

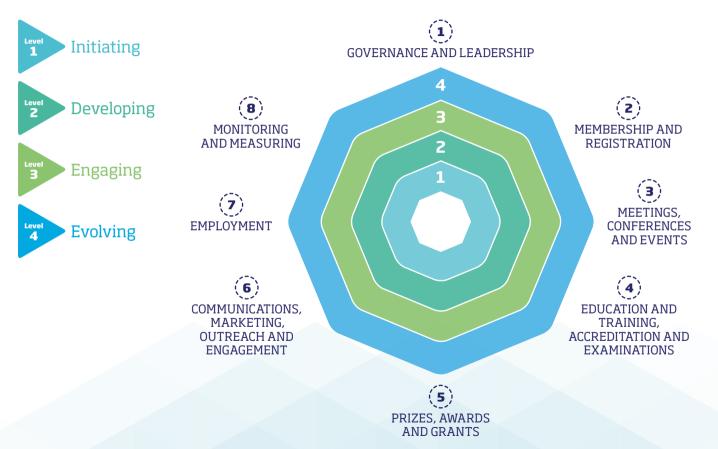
- Nuclear Institute



### Diversity and Inclusion Progression Framework

### **Level summary diagram**





#### **Next steps**

The first collective benchmarking exercise will take place in 2017.

This will commence with a workshop giving all institutions an opportunity to find out more and discuss the process, in advance of submitting completed frameworks to the Academy and/or Science Council later on in the year.

For more information, contact diversityteam@raeng.org.uk or diversity@sciencecouncil.org



- Institute of Engineering Designers (IED)

useful, thank you!"

There is going to be a huge benefit to our

### Diversity and Inclusion Progression Framework

#### Background

**% 失 ㎡ ♡ ㎡ ☆** 

Engineering and science professional bodies – a case for collaboration

There are many factors driving collaboration between the Academy and the Science Council on D&I:

**THE NEED TO BUILD** on the work of *Engineering Diversity Concordat* and *Declaration on Diversity Equality and Inclusion* to encourage and support planning and measurement – see over page.

**POTENTIAL TO SIGNIFICANTLY IMPACT** on increasing D&I across science technology engineering and maths (STEM).

**AVOIDANCE OF DUPLICATION** given a number of Science Council members are also professional engineering institutions.

**ECONOMIES OF SCALE** in developing strategies and approaches for addressing D&I in STEM.

As leaders in engineering and science, both the Academy and the Science Council commit to demonstrating good practice on D&I in relation to their own employees, registrants, members and Fellows.



- Society for Cardiological Science and Technology (SCST)

our organisation."

#### Professional engineering institution *Diversity Concordat*

In 2011, the then Department for Business Innovation and Skills, funded an Academy-led programme to increase diversity across the engineering profession.

Over the last six years, this programme developed and expanded to include a focus on inclusion; ethnicity, sexual orientation, age, disability, social disadvantage and of course gender.

The programme is focused internally and externally; partnering and collaborating with stakeholders in engineering employment, professional bodies and third-sector organisations with the aim of challenging the status guo and driving change through visible and innovative interventions.

A report on the first five years of the programme can be found on the Academy's diversity webpages www.raeng.org.uk/policy/diversity-in-engineering

In 2012, the Academy worked with representatives from a number of professional engineering institutions (PEI) to develop an Engineering Diversity Concordat - a voluntary agreement to support joint working on D&I. All 35 PEIs were invited to sign up to the concordat; as a result, 30 including the Engineering Council and the Academy have become signatories.

The Concordat commits signatories to work together to communicate commitment to D&I, take action to promote and increase it, and monitor and measure progress.

Over the last three years, PEIs have reported progress against these objectives and many have developed their activities as a result. This has included putting in place diversity monitoring, developing networks for members from underrepresented groups, and considering what more can be done to retain women in membership after career breaks.

Towards the end of 2015, it became evident that there was appetite for increased rigour in planning, measuring progress and benchmarking.

In addition, an independent evaluation of the programme highlighted that:

- some signatory institutions of the Concordat have **not been active** nor made contributions, and there is little accountability
- there is **some ambiguity** among Concordat members around what 'success' looks like
- a standardised tracking tool/ dashboard should be shared with institutions to track plans and encourage increased commitment and ongoing progress.



#### Science Council Declaration on Diversity, Equality and Inclusion



In 2014, the Science Council developed a document to facilitate buy-in from its membership of professional bodies in the promotion of equality, diversity and inclusion (EDI).

The aim is to create greater opportunity for all individuals to fulfil their scientific potential, irrespective of background or circumstances.

The Science Council sets the standards for professional scientists through registration. It also helps science to better serve society by attracting the widest possible talent to the science workforce and fostering a greater diversity of scientific ideas, research and technology.

The Science Council is committed to widening participation in science education and the workplace. To this end, the Science Council and its member bodies have declared a commitment to promote EDI throughout their communities and challenge prejudice and discrimination.

As a leading voice in science and the application of science, the Science Council seeks every opportunity to be proactive in promoting and communicating this vision to educators, employers, policymakers, opinion formers and other publics.

Through the *Declaration on Diversity, Equality and Inclusion*, the Science Council proactively promotes a culture of EDI through its membership by asking them to:

- i appoint a board-level diversity champion who, in partnership with the senior executive staff member, will advocate the importance of EDI, and be accountable for improving practice and communicating strategies to staff, membership and other stakeholders
- ii plan and implement a programme of work to embed the principles of EDI into current organisational policies, practices and behaviours, and enhance the equality of opportunity in activities as an employer and professional/learned body
- measuring, assessing and reflecting on progress annually
- share outcomes with the Science Council and supporting the collective progress of Science Council member bodies through joint learning and sharing good practice.



A good starting point to begin the conversation and increased confidence that we are all moving in the same direction in the same way."

- Operational Research Society (ORS)

#### **Royal Academy of Engineering**

As the UK's national academy for engineering, we bring together the most successful and talented engineers for a shared purpose: to advance and promote excellence in engineering.

We have four strategic challenges: make the UK the leading nation for engineering innovation; address the engineering skills crisis; position engineering at the heart of society; and lead the profession.



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#### **Science Council**

The Science Council believes that every scientist has a responsibility to society, and themselves, to work with integrity, keep their skills and knowledge up to date and consider how their efforts affect the world around them.

Our vision is for the quality and cohesion of our scientists, and the science they carry out, to be the means of creating a more sustainable and empowered future for humanity.

Hodgkin Huxley House, 30 Farringdon Lane, London FC1R 3AW

Tel: +44 (0)20 3434 2020 www.sciencecouncil.org Registered charity number 1131661

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