



# Scottish Government Race Recruitment and Retention Action Plan


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An Instigation for change



**We can only make change when everyone uses their power – as individuals, colleagues, managers or leaders – to be actively anti-racist. Race equality is everyone's business.**

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# Foreword



At a conference in February this year, our Permanent Secretary spoke of her impatience around pace, progress and the power imbalance regarding race equality. In March 2020, the COVID-19 pandemic took hold, exposing and exacerbating the deep inequalities which disproportionately affected certain minority ethnic groups. The killing of George Floyd in the USA sparked protests around the world, including in Scotland, rightly demanding that Black Lives Matter. Our Executive Team heard sobering and impactful testimony from minority ethnic employees about their

fatigue of explaining themselves and the emotional labour required to help white colleagues understand that the issues are real. We were left in no doubt that a step change was required.

I believe this Plan is the first step to making that change. It takes as its starting point the recognition that like many other large employers, Scottish Government is not exempt from the structural and systemic forces that enable and embed institutional racism. Tackling this is complex and calls for a willingness to disrupt our own thinking and the usual ways of doing things, to relinquish power and to get comfortable with being uncomfortable. I welcome the explicitly anti-racist approach of this Plan which shifts the emphasis from 'fixing the people' to 'fixing the system' – a system which is as much about our culture as it is about policies and processes.

I am optimistic that we will achieve this. We are building a good evidence base of what works to increase diversity in recruitment. Our Race Equality Network is thriving and providing a valuable space of community and constructive, collaborative challenge to do better, sooner. And there is a growing demand from white colleagues to understand how to be effective race allies. That matters, because we can only make change when everyone uses their power – as individuals, colleagues, managers or leaders – to be actively anti-racist. Race equality is everyone's business.

I am grateful to the senior race Champions and the Race Equality network for their leadership and challenge and their willingness to support and enable change. My thanks goes to Trade Union colleagues for working in partnership with the Diversity and Inclusion Team to develop a progressive Plan, and to our Critical Friends group for offering their time and expertise to shape the Plan. Above all, I would like to thank all of you who took part in the survey and focus groups which formed a large part of the evidence base of this Plan, who shared their personal stories with my Executive Team colleagues and who offer regular blogs on Saltire. Your lived experience and insights are the real test of how equal, diverse and inclusive we are as an organisation. I ask all of you to continue to hold us to account to deliver the change we need to see.

## **Paul Johnston**

Director General Education, Communities and Justice  
Senior Ally for Race, Religion and Belief

# Executive Summary

The Scottish Government Race Recruitment and Retention Action Plan sets out the action we will take to deliver on our vision to be a world-leading diverse and inclusive employer, where racial equality is achieved.

It was developed in partnership with the Council of Scottish Government Unions and in collaboration with our Race Equality Network and external race-focused organisations. Most importantly, at the heart of the Plan are the voices and views of minority ethnic employees in Scottish Government, who have the right to flourish in our organisation and to be valued because of the diverse experiences, backgrounds and views they bring which enrich our organisation and improve our performance.

The Plan is built around five priorities focused on the whole system, aiming to redistribute power and bring about cultural change.



## Key Priority 1: Embedding Responsibility and Accountability

**Outcome:** There is ownership of the plan at individual, corporate and leadership levels, and people are taking effective action to implement the Race Recruitment and Retention Action Plan.



## Key Priority 2: Leadership, Governance and Decision Making

**Outcome:** Senior leaders take the lead and champion the Race Recruitment and Retention Action Plan incorporating an equity lens in all leadership and people-related policies, processes and decision they make.



## Key Priority 3: Recruitment and Representation

**Outcome:** Minority ethnic employees are represented at all levels and in all areas, particularly within senior levels and management structures.



## Key Priority 4: Career progression and promotion

**Outcome:** Minority ethnic employees experience equality of opportunity and are optimistic about being able to fulfil their potential in SG.



## Key Priority 5: Building an anti-racist culture

**Outcome:** Our workplace culture is inclusive, collaborative, accountable and enables the skills, talent, experiences and diversity of our minority ethnic employees to flourish.

# Introduction

Since 2017 we have been working to increase the racial diversity of Scottish Government, and to build an inclusive workplace where employees of all ethnic backgrounds can flourish. Despite strong results in some recruitment campaigns, people who identify as from a black, Asian, mixed or multiple ethnicity or an ethnicity other than white ('minority ethnic' for the purposes of this Plan) continue to be under represented.

Our composition is growing, but not fast enough to reach 5% minority ethnic employees by 2025 (our target to be representative of the Scottish working age population). We know that we can only derive the benefit of diverse talent in an inclusive culture where people feel valued, a sense of belonging and able fulfil their potential. Some of our measures tell us we have work to do in this regard - reflected in feedback from minority ethnic colleagues.

In March 2020 a commitment was given to developing a Race Recruitment and Retention Action Plan ('the Plan') in the Race Equality Action Plan Year 2 Progress Report.

During the summer of 2020, the Scottish Government's Starter for Ten Action Plan was developed by People Directorate, drawing on views and feedback from the Race Equality Network (REN) and Council of Scottish Government Unions (CSGU) following the Black Lives Matter protests and in response to strong challenge from stakeholders to be doing more and at pace. The Starter for Ten Actions have given us a strong foundation to build on for further developing the Plan and all Starter for Ten actions will be delivered in Year 1.

The plan will:

- Adopt an intersectional approach to analysis and action.
- Be a live document which is reviewed, updated and amended over time as we progress the actions and learn from our experience.
- Sit within the wider framework of diversity and inclusion strategy and assurance and deliver, in terms of race, on our two existing equality outcomes (to become more diverse and inclusive).

# Methodology

Both quantitative and qualitative internal evidence was gathered from SG employees during summer 2020 through:

- A Diversity and Inclusion survey which was completed by 1,130 respondents. It gathered general evidence of employee experience, perceptions and impact relating to D&I in SG and was analysed by diversity; and specific questions around action to advance race equality and evidence of impact.
- Nine online focus group discussions, attended by over 100 employees across minority ethnic employees, all staff, line managers and the Race Equality Network. The focus groups explored themes relating to power and institutional racism.
- Analysis of existing SG data, gathered from our electronic hr system (e-HR), People Survey, and other available sources.
- Desk reviews:
  - Race in the workplace: The McGregor-Smith Review.
  - Addressing the barriers to Black and Asian Minority Ethnic Employee Career progression to the top (Chartered Institute of Personnel and Development)
  - Poverty and Ethnicity in the Labour Market (Joseph Rowntree Foundation)
  - Still Not Visible – Research on Black and Minority ethnic women’s experiences of employment in Scotland (Close The Gap)
  - A review of poverty and ethnicity in Scotland (Joseph Rowntree Foundation)

The development of the Plan was guided by stakeholder engagement through the establishment of a Critical Friends group with representatives drawn from our Race Equality Network; the Council of Scottish Government Unions; Equality Unit and Fair Work; and external organisations (Council of Ethnic Minority Voluntary Organisation and Coalition for Racial Equality and Rights). The group’s purpose was to offer a space to test ideas and to provide constructive challenge to ensure the development of a progressive plan with an anti-racist approach.

# What does our data tell us?

Equality data management, analysis, and reporting is at the core of our commitment to evidence-based policy making. We analyse race data from a range of sources including our electronic HR system (e-HR) where employees can update their diversity information; Unless stated otherwise, the diversity information presented in this report has been analysed by calendar year and includes Scottish Government Core Departments, Executive Agencies and Non Ministerial Departments. Results are presented from the Core Scottish Government's annual Civil Service People Survey, which helps us understand employees' workplace experiences in the survey undertaken in August 2020 to support the development of this Plan, as well as the Diversity and Inclusion. We recognise that individuals' experiences are shaped by their own diverse background and identities, and where possible we conduct intersectional analysis as well.

From this we learned that we have made clear gains in terms of representation and inclusion:

- Minority Ethnic staff increasingly comprise more of the organisation's workforce, rising from 1.5% to 2.4% between 2015 and 2020, and this trend is also reflected within every pay banding. In 2020 4% of staff in the DG Health and Social Care were from minority ethnic backgrounds.
- In 2020 2.4% of Senior Civil Service (SCS) in Scottish Government came from minority ethnic backgrounds (this peaked at 3.4% in 2019).
- The proportion of minority ethnic recruits rose from 1.8% in 2016 to 3.3% in 2020. Our targeted approaches to recruitment, community outreach, marketing, selection process have had a positive impact on recruitment campaigns:
  - In our 2018 Band B recruitment, of those 440 interviewed 5.91% were ethnic minority people.
  - In 2019 Graduate Development programme, 10% of invitees were from ethnic minorities compared to 7% in 2017.
  - In 2020, 40% of the delegates at our Future Leaders Diversity Conference identified as minority ethnic.
- Rates of minority ethnic promotion have fluctuated over the past two years: in 2019 bringing minority ethnic staff comprised 1.9% of promotions. Minority ethnic promotions in line with minority ethnic workforce composition. However the number of minority ethnic promotions in 2020 were too small to report.
- The Inclusion & Fair Treatment theme score within the core of Scottish Government's 2019 Civil Service People Survey was 8.3% positive for minority staff, and at 74% their Engagement Index was 6 percentage points above white colleagues.

However, still inequalities persist when it comes to race:

- At 2.4% of our overall workforce, our proportion of minority ethnic staff is still far short of our ambition to be representative of the Scottish population, where visible minority ethnic groups make up 5%. We know that at our current rate of growth we will fall short of our 2025 ambition.



- The data appears to show that minority ethnic staff on the whole receive less favourable appraisal markings than white colleagues, In 2020, 35.3% of minority ethnic and 53.9% of white staff received the two highest appraisal markings ('highly effective' or 'exceptional').
- Minority ethnic staff are under represented amongst employees who have received a Temporary Responsibility Supplement (TRS).
- Our mean ethnicity pay gap is wider than our gender pay gap, at 7.27% in 2020.
- Minority ethnic people still experience higher levels of discrimination than the rest of the workforce and we know that where sex intersects with race there are different outcomes, too. For example minority ethnic women report higher rates than the average, higher than women in general and higher than minority ethnic men. This is important to understand and unpack so we don't risk taking a gender-blind or colour-blind approach to our interventions. And though falling, bullying and harassment levels are unacceptably high.
- Around half of the minority ethnic respondents to the Diversity and Inclusion survey said they have equal access to apply for (47.2%) jobs and development opportunities (50%) compared with almost three quarters of white respondents.
- In the same survey, minority ethnic respondents were also less likely to agree that their current responsibilities are a good match for their experience and skills (56% compared with 74.6% of white respondents), and that before they are able to fulfil their potential in SG.

# How will we deliver change?

An **anti-racist approach** sits at the heart of the development and delivery of this Plan. This means that:

- We recognise that there is no such thing as a race neutral policy, and that every people policy or decision we make has the power to create racial equality or inequality for our employees.
- We are focused on changing systems, organisational structures, policies and practices and attitudes, so that power is redistributed and shared equitably.

We recognise that the barriers – and hence the burden for change – rest not with minority ethnic people but with our systems and cultures. To do this, we need to work at **individual, team, policy** and **national** levels.

Sharing – and relinquishing – **power**, and building collective leadership are critical to making systemic changes. We will seek to do this by increasing the **representation** of minority ethnic people in the Senior Civil Service and by exploring structures which enable **diverse voices to effectively influence** decision-making spaces. However, in keeping with the principle that we all must change, we will focus on building an **anti-racist mindset** amongst senior leaders to enable them to effectively challenge decisions, behaviours and attitudes which may result in racial inequity.

To support that change in behaviours and attitudes, we will build a **critical mass of race allies** across a range of business functions, grades and roles. We will focus on creating opportunities for **exposure** to diverse experiences and ways of thinking; building **empathy** and understanding of others' perspectives; and **engaging** to listen and understand and act on what minority ethnic colleagues are telling us is their experience.

Within the detail of the actions in the Plan, we have worked with the Race Equality Network to identify the 'game changers'. A comparatively small number of actions which are considered to have the most impact to advancing race equality and inclusion. In the action plan they are marked 'Priority'.

These were selected on the basis of being actions which:

- Signal tangible changes to what minority ethnic colleagues see and feel.
- Would make significant change to how we recruit.
- Build awareness and understanding of senior leaders, action owners, line managers of what it means to be actively anti-racist and
- Build clarity and understanding of the barriers and opportunities for change.

In delivering the Plan, these 'game changers' will be our core focus for delivery but we will not lose sight of the remaining actions identified. Through an annual process of progress assessment and development of annual delivery of the plans, we will review these remaining actions and identify we are in a position to bring those on-stream for delivery.

# Key Priorities and Outcomes



1.  
**Embedding  
Responsibility and  
Accountability**



2.  
**Leadership,  
Governance and  
Decision Making**



3.  
**Recruitment  
and  
Representation**



4.  
**Career  
progression  
and promotion**



5.  
**Building  
an anti-racist  
culture**

# Embedding Responsibility and Accountability



**There is ownership of the plan at individual, corporate and leadership levels, and people are taking effective action to implement the Race Recruitment and Retention Action Plan.**

We know that we can only be successful in delivering the change we need to see when race equality is everyone's business. Increasing accountability was a strong theme in our engagement and evidence gathering, with stakeholders calling for senior leaders in particular to be held to high standards and to hear their actions and impact actively communicated. We must send a clear message that action on race equality is a core element of effective performance, it is expected and it is rewarded. We have identified some indicators which will tell us that we are delivering the change we need to see and we will work collaboratively with stakeholders to develop further transparent success measures which enable effective scrutiny of progress.

# Leadership, Governance and Decision Making



Senior leaders take the lead and champion the Race Recruitment and Retention Action Plan incorporating an equity lens in all leadership and people-related policies, processes and decision they make.

In our engagement, stakeholders told us that sometimes well-meaning leaders are nervous about incorrectly addressing race matters in the workplace. Colleagues also pointed to a need for quality Equality Impact Assessment of decisions to ensure inclusivity and maximum impact. The actions in the Plan are designed to build a confident, anti-racist mind-set amongst senior leaders and support collective leadership where diverse voices can effectively influence decision-making spaces. They are complemented particularly by actions elsewhere in the Plan to increase the representation of minority ethnic employees at senior levels and, in so doing, the diversity of perspectives present around the decision-making table.

47.7% of minority ethnic respondents believe their managers' decisions are shaped by a commitment to equality, diversity and inclusion with the proportion dropping to 35.0% for senior leaders.

Around 4 in 10 minority ethnic and white respondents believe senior leaders are taking effective action to advance race equality.

# Recruitment and Representation



Minority ethnic employees are represented at all levels and in all areas, particularly within senior levels and management structures.

Though increasing, the proportion of minority ethnic employees in Scottish Government as a whole or at SCS still isn't representative of the wider working age Scottish population.

Minority ethnic colleagues told us that the current recruitment process presents structural barriers and recycles the same Scottish Government / United Kingdom Government 'type', preventing new ways of thinking from coming in. And while increasing in diversity is an important outcome for minority ethnic colleagues, they're not seeing it translate into action around them.

We believe firmly that a diverse organisation performs better and makes better decisions for the people of Scotland. We also believe that it is a driver for recruiting the best talent. So the Plan will focus on increasing the overall proportion of minority ethnic employees and representation at all levels, including emphasis on the Senior Civil Service. We know that this will mean understanding the systemic barriers in our recruitment processes and developing a strategy which advances our diversity ambitions. And we will support managers to take effective action to increase race diversity in recruitment.

Only a small proportion of minority ethnic respondents who joined the organisation in the last 4 years agreed that strong diversity and inclusion messaging featured in their recruitment (16.7%) induction (13.9%) experience.

“““

**Our protocol of always recruiting internally first, doesn't help – means we are recruiting from the same non-diverse pool instead of bringing in external talent and more diversity.**

***Focus Group Participant***



## Career Progression



Minority ethnic employees experience equality of opportunity and are optimistic about being able to fulfil their potential in SG.

*“You can’t be what you can’t see”.* A lack of minority ethnic role models was called out by stakeholders during engagement. It impacts both one’s sense of confidence and self-worth, and one’s belief that achieving the highest positions of power is realistic and achievable. Minority ethnic colleagues have amongst the highest rates of Engagement in Scottish Government, but are less positive about feeling that their current responsibilities are a good match for their experience and talents.

During engagement, stakeholders cited the need for consistent and sustained support from managers on career progression, promotion, performance assessment. We also learned that meaningful mentoring, sponsorship and peer support are particularly valued by minority ethnic colleagues. The Plan contains actions to improve the talent and development offer to minority ethnic colleagues and to build inclusive leadership capability.

47.2% of minority ethnic respondents believe they have equal access to apply for jobs (73.3% of white respondents).

74.2% minority ethnic respondents believe they are treated fairly according to their needs to (82.6% of white respondents).

## ““““

**Exit interviews should be taken into consideration especially for minority ethnic people to understand why they leave the Scottish Government.**

***Focus Group Participant***

# Building an Anti-Racist Culture



**Our workplace culture is inclusive, collaborative, accountable and enables the skills, talent, experiences and diversity of our minority ethnic employees to flourish.**

We know that an inclusive culture where difference is valued and can flourish is critical to harnessing the benefits that diversity brings. Colleagues told us that it's not enough not to be racist; that we need to do more to promote an anti-racist environment and create safe spaces for calling people out. While minority ethnic colleagues report high Inclusion and Fair Treatment in our People Survey, we saw that some of the core elements our definition of inclusion (e.g. feeling valued for your unique perspective) are not as strongly felt amongst the minority ethnic colleagues who responded to our D&I survey.

The goal of anti-racism is to challenge racism and actively challenge the policies, behaviours and beliefs that perpetuate ideas and actions. Racism is a societal system of inequality and therefore solutions must involve everyone. We will capitalise on the strong individual commitment to advance race equality at work which emerged through our survey and will focus on delivering cultural change through allyship. We will create opportunities to build empathy and to gain exposure to different perspectives, and we will ensure we are engaging minority ethnic colleagues so that their lived experience and insights shape what we do.

Minority ethnic staff feel significantly less comfortable talking about their race issues at work (35.0%) than white staff (62.2%).

Around 85% of both minority ethnic and white respondents understand the difference being 'not racist' and being actively 'anti-racist'.



**We need to put real energy into the 'hearts and minds' battle rather than the policy and formal processes.**

*Focus Group Participant*



# Capability Building

Supporting people to identify and develop their capabilities and apply what they learn to their work and prioritising Scottish Government's business must be a high strategic priority.

Building capability is vital to establish a sense of collective ownership. It is a key engagement platform to delivering all aspects of the Plan and is a robust way of equipping employees to hold leaders and other people accountable. We will provide employees with opportunities to develop their confidence, knowledge and skills, equipped with the right tools to challenge and take effective action.

Equipping our work force is the core focus of the first two years of the Plan as it underpins the successful delivery of every priority in the Plan. We have to take the time to get this right and to raise the capability of leaders, managers, those creating people policy and individuals on what it means to be inclusive, the impact of negative behaviours, how to ensure fairness in decision-making and the need to consider all of these as essential in creating a diverse, inclusive culture.

# Communication

The best way to begin tackling racism is to talk about it. For many, race is a difficult subject matter of conversation. It can be uncomfortable and sometimes highly sensitive, deeply emotional and can trigger strongly held beliefs about identity and fairness.

There can be a well-meaning desire not say the ‘wrong’ thing, but without discussion and listening to each other we cannot make progress. We must normalise race as part of our workplace conversations, in a way which is safe and respectful. Doing so raises awareness, brings light to previous unspoken beliefs, builds empathy and creates a shared language to discuss racial equality and inclusion.

Open and transparent communications are also critical for accountability, and the Plan includes actions to deliver regular updates around the actions senior leaders are taking and the impact it is having.

“““

**The importance of [the] widening out this conversation to all employees and normalising conversations/criticisms of how our processes and structures could be reinforcing inequality.**

***Focus Group Participant***

# Delivery and Reporting

By publishing the Plan internally, we seek to be **transparent** about the action we are taking, the progress we are making and the challenges we are facing. We do this to hold ourselves **accountable** and to be held accountable by all. We will be **open about our data**, publishing as much as we can and inviting scrutiny and challenge.

We will work in collaboration with our Union colleagues under recognised partnership agreements, and with our Race Equality Network so that we build and deliver the Plan with those who are most affected by it.

Colleagues from both groups will be invited to sit on the governance group which will oversee the implementation of this Plan. The Plan will be followed by annual delivery plans and we will publish progress every 6 months.

# Measuring Progress

If we are successful, this is what we would expect to see, hear or feel:

## Outcome 1

- Evidence of high quality race-related D&I objectives that advance race equality.
- Key Performance Indicators for senior leaders
- Employees are positive that action is being taken and positive change is felt.

## Outcome 2

- Employees are positive that senior leaders are taking action that is leading to positive change.
- Evidence of race equality shaping decision-making.
- Evidence of institutional restructuring based upon anti-racist analysis.

## Outcome 3

- Minority ethnic people represent 5% of workforce composition and at each level.
- 6% of new entrants into the SCS are minority ethnic people by 2025
- The ethnicity pay gap reduces

## Outcome 4






- Evidence of equality of opportunity in career progression, access to development and learning
- Increased confidence amongst minority ethnic employees of fulfilling potential
- Reduction in performance appraisal gap for minority ethnic employees

## Outcome 5

- Reduction in discrimination, harassment and bullying scores in People Survey, including intersectionally.
- 'Inclusion' measures demonstrate that strong sense of inclusion amongst minority ethnic colleagues.
- Employees are confident to discuss race equality

# Race Recruitment and Retention Action Plan

Our plan is focused on five key priorities:

 <p><b>Key Priority 1: Embedding Responsibility and Accountability</b></p> <p><b>Outcome:</b> There is ownership of the plan at individual, corporate and leadership levels, and people are taking effective action to implement the Race Recruitment and Retention Action Plan.</p> <p><b>Measures:</b></p> <ul style="list-style-type: none"> <li>• Evidence of high quality race-related D&amp;I objectives that advance race equality.</li> <li>• KPIs for senior leaders</li> <li>• Employees are positive that action is being taken and positive change is felt.</li> </ul>	 <p><b>Key Priority 2: Leadership, Governance and Decision Making</b></p> <p><b>Outcome:</b> Senior leaders takes the lead and champion Race Recruitment and Retention Plan and incorporate equity lens in all leadership and people-related policies, processes and decision they make.</p> <p><b>Measures:</b></p> <ul style="list-style-type: none"> <li>• Employees are positive that senior leaders are taking action that is leading to positive change.</li> <li>• Evidence of race equality shaping decision-making.</li> <li>• Evidence of institutional restructuring based upon anti-racist analysis.</li> </ul>	 <p><b>Key Priority 3: Recruitment and Representation</b></p> <p><b>Outcome:</b> Minority ethnic employees are represented at all levels and in all areas, particularly within at senior levels and management structures</p> <p><b>Measures:</b></p> <ul style="list-style-type: none"> <li>• ME people represent 5% of workforce composition and at each level.</li> <li>• 6% of new entrants into the SCS are minority ethnic people by 2025.</li> <li>• The ethnicity pay gap reduces.</li> </ul>	 <p><b>Key Priority 4: Career progression and promotion</b></p> <p><b>Outcome:</b> Minority ethnic employees experience equality of opportunity and are optimistic about being able to fulfil their potential in SG</p> <p><b>Measures:</b></p> <ul style="list-style-type: none"> <li>• Evidence of equality of opportunity in career progression, access to development and learning</li> <li>• Increased confidence amongst ME employees of fulfilling potential</li> <li>• Reduction in performance appraisal gap for ME employees.</li> </ul>	 <p><b>Key Priority 5: Building an anti-racist culture</b></p> <p><b>Outcome:</b> Our workplace culture is inclusive, collaborative, accountable and enables the skills, talent, experiences and diversity of our minority people to flourish.</p> <p><b>Measures:</b></p> <ul style="list-style-type: none"> <li>• Reduction in discrimination, harassment and bullying scores in People Survey, including intersectionally.</li> <li>• 'Inclusion' measures demonstrate that strong sense of inclusion amongst ME colleagues.</li> <li>• Employees are confident to discuss race equality at work.</li> </ul>
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Core themes running through all priorities:

COMMUNICATION

CAPABILITY BUILDING

MEASURING PROGRESS

# Race Recruitment and Retention Action Plan



Key Priority 1	
Embedding Responsibility and Accountability	
<b>Outcome</b>	There is ownership of the Plan at individual, corporate and leadership levels and people are taking effective action to take ownership and implement the Race Recruitment and Retention Plan.
<b>What we learnt from engagement</b>	Accountability is paramount at all levels In particular, diversity (including on race) should be a key performance indicator for senior leaders.

Action	Year of Delivery	Owner
<ul style="list-style-type: none"> <li>SCS and C Band use their platform to take action which demonstrates visible leadership to raise awareness of and challenge institutional racism. ^</li> </ul>	Year 1 - Priority	SCS / C Band
<ul style="list-style-type: none"> <li>Action owners have delivery expectations related to the Race Plan explicitly embedded in their deliverables. ^</li> </ul>	Year 1 - Priority	Director for People Director for Communications, Ministerial Support and Workplace
<ul style="list-style-type: none"> <li>Undertake regular (at least annual) review and assessment of all the relevant data that relates to race recruitment, retention and progression. ^</li> </ul>	Year 1 - Priority	Corporate Analytical Services Team
<ul style="list-style-type: none"> <li>Introduce a requirement that all recruitment at C band and above must include demonstrating evidence around inclusive People Management and Leadership and taking action to advance equality, diversity and inclusion ^</li> </ul>	Year 1 - Priority	People Directorate
<ul style="list-style-type: none"> <li>Executive Team communicate regularly and across different audiences about the actions they are taking and the impact it is having. ^</li> </ul>	Years 1-4 Priority	Executive Team/Corporate Communications
<ul style="list-style-type: none"> <li>Explore changing the resourcing policy of requiring panel members to be a grade above the post being assessed. Review this steer with the Civil Service Commission. ^</li> </ul>	Year 1	Resourcing
<ul style="list-style-type: none"> <li>Work collaboratively with stakeholders to develop appropriate targets to drive and enable effective scrutiny progress in delivering Plan's ambitions. ^</li> </ul>	Year 1	Diversity and Inclusion Team
<ul style="list-style-type: none"> <li>D&amp;I Objectives – Review and improve the effectiveness of the current approach to setting and providing related guidance for D&amp;I objectives. *</li> </ul>	Year 1	Diversity and Inclusion Team
<ul style="list-style-type: none"> <li>Set increasing diversity and inclusion (including explicitly around race) as a Key Performance Indicator for senior leaders. ^</li> </ul>	Year 2	Executive Team
<ul style="list-style-type: none"> <li>Provide updated guidance on how to assess leading inclusively and taking action to promote diversity and equality. This will provide a set of positive and negative indicators, guidance on 'what good looks like' at different levels of leadership and include explicit examples of race equality in action ^</li> </ul>	Year 2	Diversity and Inclusion Team
<ul style="list-style-type: none"> <li>Introduce recruitment policy that panels for recruitment/promotion must be diverse i.e. gender rep and race OR disability, otherwise need sign off by DD to proceed. Initial focus on campaigns for 10 people or more. ^</li> </ul>	Year 2	Resourcing
<ul style="list-style-type: none"> <li>Increase the numbers, diversity and equality (including specifically race equality) skill of lead panel members. ^</li> </ul>	Year 2	Resourcing
<ul style="list-style-type: none"> <li>DG's are responsible for producing race action plans, with clear allocation of resources. ^</li> </ul>	Year 3	DG's

\* Relates to Starter for Ten action

^ Relates to New action

# Race Recruitment and Retention Action Plan



Key Priority 1	
Embedding Responsibility and Accountability	
<b>Outcome</b>	There is ownership of the Plan at individual, corporate and leadership levels and people are taking effective action to take ownership and implement the Race Recruitment and Retention Plan.
<b>What we learnt from engagement</b>	Accountability is paramount at all levels In particular, diversity (including on race) should be a key performance indicator for senior leaders.

Action	Year of Delivery	Owner
<ul style="list-style-type: none"> <li>• EQIAs on workplace adjustments - Deliver Phase 1 - on-boarding and Phase 2 - recruitment and assessment</li> </ul>	Year 1	Workplace Adjustment Team
<ul style="list-style-type: none"> <li>• Equality Evidence Data Packs - Develop and implement with explicit reference to race data and evidence to support equality impact assessment analysis.*</li> </ul>	Year 1	Diversity and Inclusion Team
<ul style="list-style-type: none"> <li>• EQIAs Product Improvement - Improve the product for policy developers (form, guidance, process and online site for completed assessments and resources to support them).*</li> </ul>	Year 1	Diversity and Inclusion Team
<ul style="list-style-type: none"> <li>• EQIA Employee Passport - Expand commitment to develop a Disability Passport to develop an Employee Passport to cover more diverse needs and assist facilitating discussions between staff and line managers particularly on joining and moving post internally.*</li> </ul>	Year 1	Workplace Adjustment Project Team
<ul style="list-style-type: none"> <li>• The Mainstreaming and Equality Outcomes Report - Report as per legal requirement.*</li> </ul>	Year 1	Diversity and Inclusion Team
<ul style="list-style-type: none"> <li>• Gender Pay Gap information - Report as per legal requirement and leverage to inform policy making.*</li> </ul>	Year 1	Employee Relations and Reward
<ul style="list-style-type: none"> <li>• The Equal Pay Statement - Report as per legal requirement and leverage to inform policy making.*</li> </ul>	Year 1	Employee Relations and Reward
<ul style="list-style-type: none"> <li>• New Equality Outcomes - Develop and implement with the process including consultation of minority ethnic employees. These will be published as per legal requirements.*</li> </ul>	Year 1	Diversity and Inclusion Team
<ul style="list-style-type: none"> <li>• EQIAs Employee Awareness - focusing on People Directorate, raise awareness and understanding of conducting equality impact assessments on decision-making in policy development.*</li> </ul>	Year 1	Diversity and Inclusion Team
<ul style="list-style-type: none"> <li>• Equal Pay Audit - to identify the causes of and remedies for our gender pay gap. This will take an intersectional approach.*</li> </ul>	Year 2	Employee Relations and Reward

\* Relates to Starter for Ten action

^ Relates to New action



# Race Recruitment and Retention Action Plan



Key Priority 2 Leadership, Governance and Decision Making	
<b>Outcome</b>	Senior leaders take the lead and champion the Race Recruitment and Retention Action Plan incorporating an equity lens in all leadership and people-related policies, processes and decision they make.
<b>What we learnt from engagement</b>	Respondents are asking senior leaders to share their power to address and embrace racial equality in Scottish Government. Collective leadership where diverse voices can effectively influence decision making spaces is a must.

Action	Year of Delivery	Owner
<ul style="list-style-type: none"> <li>Support and build awareness and skills of senior leaders related to racial inequality in access to opportunities, bias, institutional racism and how to disrupt them through developing anti racist mind set and inclusive leadership.</li> </ul>	Years 1-2 Priority	Diversity and Inclusion Team
<ul style="list-style-type: none"> <li>Explore how to ensure diverse voices can effectively influence decision-making spaces through exploring collaborative leadership model which is distributed, open and empowered. For example, introduce a panel of diverse observers who can listen and critique how race/D&amp;I is influencing decisions over a set period of time, to build on strengths and identify opportunities for improvement. ^</li> </ul>	Year 1	Executive Team Support and Governance Office
<ul style="list-style-type: none"> <li>Publish six monthly updates on how senior decision-making boards are ensuring diverse voices – centrally and at a department, profession and function level, particularly in Key Covid-19 teams.*</li> </ul>	Years 1-4	Diversity and Inclusion Team
<ul style="list-style-type: none"> <li>Develop a culture and expectation of quality impact assessment of decision-making which is evaluated for example, as part of Annual Report on each formal Corporate Board’s performance which is provided to Corporate Board annually. In addition, ensuring that the template for formal Corporate Governance meetings ask for confirmation that race/D&amp;I considerations have been reflected in the proposals. ^</li> </ul>	Year 1	Executive Team Support and Governance Office
<ul style="list-style-type: none"> <li>SG KPI Dashboard - Develop with reporting on a quarterly basis.*</li> </ul>	Year 1	Diversity and Inclusion Team/ Corporate Analytical Services Team
<ul style="list-style-type: none"> <li>Mutual mentoring - Second programme initiated to build insight and experience between senior civil servants and minority ethnic colleagues.*</li> </ul>	Year 1	Diversity and Inclusion Team
<ul style="list-style-type: none"> <li>Engagement Sessions - Facilitate with groups of staff about wellbeing based on protected characteristics. Insights will be used to inform HR policy and practice.*</li> </ul>	Year 1	People Advice and Wellbeing
<ul style="list-style-type: none"> <li>Develop Race Equality policy statement and guidance providing practical examples of overt and everyday racism. ^</li> </ul>	Year 2	HR Policy / Diversity and Inclusion Team

\* Relates to Starter for Ten action

^ Relates to New action



# Race Recruitment and Retention Action Plan



Key Priority 3 Recruitment and Representation	
<b>Outcome</b>	Minority ethnic employees are represented at all levels and in all areas, particularly within senior levels and management structures.
<b>What we learnt from engagement</b>	The lack of representation of minority ethnic employees at all levels made them feel less important and deficient in all levels of participation and inclusion; they have limited access to research and consultation opportunities and are in lower grades and inferior in position of power.

Action	Year of Delivery	Owner
<ul style="list-style-type: none"> <li>Deliver essential training on race equality and inclusion to action owners of this Plan, prioritising People Directorate and employees involved in recruitment and selection. ^</li> </ul>	Year 1 Priority	Resourcing/Learning & Inclusion Team
<ul style="list-style-type: none"> <li>Develop a positive action policy to set out the initiatives we will take, the underpinning evidence base and how we will measure impact. ^</li> </ul>	Year 1 Priority	Resourcing
<ul style="list-style-type: none"> <li>Embed Race Recruitment Guidance in existing managers' guidance to equip recruiting managers with best practice and action they can take to increase racial diversity in recruitment. This will include mapping the routes of entry into SG and supporting managers to know how to leverage them to contribute to our diversity ambitions. Disseminate widely and evaluate impact.</li> </ul>	Year 1-2 Priority	Diversity and Inclusion Team
<ul style="list-style-type: none"> <li>SCS Recruitment - Leadership Criteria - Implement a core common set of leadership with specific behavioural indicators, to improve consistency of decision making. *</li> </ul>	Year 1 Priority	Talent & Leadership
<ul style="list-style-type: none"> <li>SCS Recruitment - Blind sifting - Trial to test if this improves diversity of sifts. *</li> </ul>	Year 1 Priority	Talent & Leadership
<ul style="list-style-type: none"> <li>Anonymised Recruitment: implement to remove the name of candidates during the sift stage of the process. *</li> </ul>	Year 1 Priority	Resourcing
<ul style="list-style-type: none"> <li>Improve analytics capability and undertake diversity analysis regularly across all stages of recruitment, and routes of entry, to understand where and why inequalities occur and identify appropriate action. . ^</li> </ul>	Year 1 Priority	Corporate Analytical Services Team
<ul style="list-style-type: none"> <li>Strengthen the resource capacity and expertise to deliver necessary changes to recruitment policy and strategy ^</li> </ul>	Year 1 Priority	Resourcing
<ul style="list-style-type: none"> <li>Develop and resource delivery of a recruitment strategy which delivers on diversity ambitions. ^</li> </ul>	Year 1 Priority	Resourcing
<ul style="list-style-type: none"> <li>Recruitment Outreach Plan - Implement to ensure that future centralised recruitment activities are promoted to as diverse a population as possible. The plan covers more than 140 stakeholders, including 26 organisations with a particular focus on race and religion, and will help ensure engagement with those who can assist in achieving our diversity objectives. *</li> </ul>	Year 1 Priority	Resourcing

\* Relates to Starter for Ten action

^ Relates to New action

# Race Recruitment and Retention Action Plan



## Key Priority 3 Recruitment and Representation

<b>Outcome</b>	Minority ethnic employees are represented at all levels and in all areas, particularly within senior levels and management structures.
<b>What we learnt from engagement</b>	The lack of representation of minority ethnic employees at all levels made them feel less important and deficient in all levels of participation and inclusion; they have limited access to research and consultation opportunities and are in lower grades and inferior in position of power.

Action	Year of Delivery	Owner
• SCS Recruitment - Marketing and candidate packs - Improve to ensure inclusivity and provide more guidance to candidates on the selection process. *	Year 1	Talent & Leadership
• SCS Recruitment - Performance Appraisals - Trial removal from internal and Other Government Department recruitment. *	Year 1	Talent & Leadership
• SCS Recruitment - Training for Panel Members - Improve guidance and training for panel members and 'diverse panel members'. *	Year 1	Talent & Leadership
• SCS Recruitment - Reasonable Adjustments - Provide a single point of contact for workplace adjustments. *	Year 1	Talent & Leadership
• SCS Recruitment - Central list of potential candidates - Compile for those interested in job share to facilitate. *	Year 1	Talent & Leadership
• SCS Recruitment - Guidance for job-share applicants and panel members - Develop and implement. *	Year 1	Talent & Leadership
• SCS Recruitment - Expression of Interest advertising and selection process - Review to establish if a more formal, and longer, process is required to meet diversity goals. *	Year 1	Talent & Leadership
• SCS Recruitment - A permanent online presence - Provide clear, honest perspectives on the experience of life in SCS, illustrated by a range of people from the current SCS cadre, and connecting candidates to resources to help prepare for selection processes. *	Year 1	Talent & Leadership
• SCS Recruitment - Assessment Methods - Work with our suppliers to explore how we can increase the objectivity of assessment and reduce the reliance on interview as the deciding factor in appointments. *	Year 1	Talent & Leadership
• SCS Recruitment - Temporary Responsibility Supplement - Review our approach and process. *	Year 1	Talent & Leadership

\* Relates to Starter for Ten action

^ Relates to New action

# Race Recruitment and Retention Action Plan



Key Priority 3		Recruitment and Representation	
<b>Outcome</b>	Minority ethnic employees are represented at all levels and in all areas, particularly within senior levels and management structures.		
<b>What we learnt from engagement</b>	The lack of representation of minority ethnic employees at all levels made them feel less important and deficient in all levels of participation and inclusion; they have limited access to research and consultation opportunities and are in lower grades and inferior in position of power.		
Action	Year of Delivery	Owner	
<ul style="list-style-type: none"> <li>Undertake research into why applicants are rejected, not shortlisted or turned down after being interviewed and use to inform changes to policy, testing methods and/or training. ^</li> <li>Public Appointments: Continue to implement action plan covering 2019 - 2022 which aims to understand and address the barriers to minority ethnic people's success in securing public appointments. Actions include:               <ul style="list-style-type: none"> <li>- Analysing issues with the application process</li> <li>- Talent development</li> <li>- Embedding ME people into the power structures *</li> </ul> </li> <li>Leverage the Civil Service Diversity and Inclusion Practice Expectations 2020-21 - Practitioner Expectations to:               <ul style="list-style-type: none"> <li>- Underpin and inform the development and delivery of the Race Recruitment and Retention Action Plan</li> <li>- Inform future resourcing and recruitment actions relating to race equality*</li> </ul> </li> <li>Offer constructive feedback to unsuccessful ME candidates who are interviewed for jobs in the Scottish Government. ^</li> <li>Set clear expectations when engaging with agencies and contractors around actively searching among diverse talent pools and providing feasible long lists to advance our diversity ambitions. We will embed race equality and diversity in performance meetings with these contractors ^</li> <li>SCS Recruitment - Investment in analytics - As part of the wider transformation of HR, capture a greater range of data on each campaign to drive improvements and exploring the feasibility of establishing near real-time analytics to enable adjustment of campaigns in progress *</li> </ul>	Year 1	Resourcing	
	Year 1	Public Appointment Team	
	Year 1	Resourcing	
	Year 1	Talent & Leadership	
	Year 2	Resourcing	
	Year 2	Talent & Leadership	

\* Relates to Starter for Ten action

^ Relates to New action

# Race Recruitment and Retention Action Plan



Key Priority 4	
Career progression and promotion	
<b>Outcome</b>	Minority ethnic employees experience equality of opportunity and are optimistic about being able to fulfil their potential in SG
<b>What we learnt from engagement</b>	There is sense of a lack of endorsement, support and consistency in appraisal and performance, progression and promotion for minority ethnic employees; peer support needs to be supported and promoted amongst minority ethnic employees; make mentoring support more meaningful.

Action	Year of Delivery	Owner
• Develop clear mentoring and sponsorship approaches and embed in the talent offer to ME employees. ^	Year 1 Priority	Talent and Leadership
• Talent Offering - Develop specific talent offer for ME and disabled colleagues in Bands B and C. *	Year 1 Priority	Talent and Leadership
• Review the available data which impacts on career progression (appraisals, promotion, perceptions of fulfilling potential) to gain a holistic understanding of the barriers and opportunities for change ^	Year 1 Priority	Corporate Analytical Services Team
• Develop training for Line Managers on equality and inequalities in career progression, promotion, performance assessment, to support an environment where racism is challenged and race issues are openly discussed. ^	Year 1 Priority	Diversity and Inclusion Team
• Talent Management - Ensure focus on ME and disabled colleagues through SCS talent management processes *	Year 1	Talent and Leadership
• Continue to invest in talent at B and A through apprenticeships. *	Year 1	Talent and Leadership
• Diverse succession plans – Engage with internal and external networks to identify a small group of ME and disabled individuals who would be credible successors for existing SCS roles, and identifying development support for those who are nearby there. *	Year 1	Talent & Leadership
• Incorporate content in the corporate induction pack around career development and support in place for ME staff. ^	Year 1	Talent and Leadership / Diversity and Inclusion Team
• Appraisal Process - Evaluate the impact of the recent streamlining of this in relation to Covid19 and consider available data across a range of demographics to enable further analysis of the priorities to be taken forward which may include changes to policy and/or practice. *	Year 1	HR Policy
• Career Development – Regularly engage with REN to promote career development. *	Years 1, 2, 3, 4	Talent and Leadership

\* Relates to Starter for Ten action

^ Relates to New action

# Race Recruitment and Retention Action Plan



Key Priority 5		Building an anti-racist culture	Year of Delivery	Owner
<b>Outcome</b>	Our workplace culture is inclusive, collaborative, accountable and enables the skills, talent, experiences and diversity of our minority ethnic employees to flourish.			
<b>What we learnt from engagement</b>	The current SG culture needs to change in order to embrace racial equality, diversity and inclusion - so as to advocate for a diverse work force. There's a need to put energy into the 'hearts and minds' rather than the policy and formal processes.			
<b>Action</b>				
	<b>Focus on allyship, building a group of employees ('race ambassadors') who are willing to take action to facilitate conversations and call out both subtle and overt racism.</b>		<b>Year 1-4 Priority</b>	<b>Diversity and Inclusion Team</b>
	<ul style="list-style-type: none"> <li>Profile minority ethnic role models at all levels, both within and SG and using as an opportunity to promote the Race Equality Network ^</li> <li>Develop a Communications strategy which showcases action and impact and establishes race equality as everyone's responsibility. The strategy will aim to tackle prejudice and promote understanding through profiling and telling the stories of minority ethnic colleagues. ^</li> <li>Support and encourage managers in discussing relevant racial equity topics and engaging employees around SG's values, norms, goals and expectations regarding racial diversity, equity and inclusion. ^</li> <li>Diverse voices - Work collaboratively with CSGU and networks to agree how diverse voices can systematically be heard in policy development processes. *</li> <li>SG Vision - contributes to the next organisational vision and captures the organisational commitment to equality, inclusion and diversity within it. *</li> <li>D&amp;I Strategy - Shape and begin implementation of a vision for equality, diversity and inclusion centred on continual improvement and striving for excellence. *</li> <li>Start strengthening relationships with SG Diversity Networks with an initial focus on REN and CSGU. *</li> </ul>	<ul style="list-style-type: none"> <li>Year 1-4</li> <li>Year 1</li> <li>Year 1-2</li> <li>Year 1</li> <li>Year 1</li> <li>Year 1</li> <li>Year 1</li> </ul>	<ul style="list-style-type: none"> <li>Corporate Communications</li> <li>Corporate Communications</li> <li>Diversity and Inclusion Team</li> <li>HR Policy / Diversity and Inclusion Team</li> <li>Change and Operations</li> <li>Diversity and Inclusion Team</li> <li>Diversity and Inclusion Team</li> <li>Talent and Leadership</li> </ul>	
	Exit Interviews SCS - Provide six monthly updates on any relevant key themes from exit interviews to the D&I team. *		Year 1	

\* Relates to Starter for Ten action

^ Relates to New action



# Race Recruitment and Retention Action Plan



<b>Key Priority 5</b>	<b>Building an anti-racist culture</b>
<b>Outcome</b>	Our workplace culture is inclusive, collaborative, accountable and enables the skills, talent, experiences and diversity of our minority ethnic employees to flourish.
<b>What we learnt from engagement</b>	The current SG culture needs to change in order to embrace racial equality, diversity and inclusion - so as to advocate for a diverse work force. There's a need to put energy into the 'hearts and minds' rather than the policy and formal processes.

<b>Action</b>	<b>Year of Delivery</b>	<b>Owner</b>
<ul style="list-style-type: none"> <li>• “Let’s talk race” sessions – Develop and facilitate to enable dialogue on the subject and as part of the consultation in the development of the Race Action Plan.*</li> </ul>	Year 1	Diversity and Inclusion Team
<ul style="list-style-type: none"> <li>• Cultural Awareness Training - Conclude roll-out of cultural awareness training for our Counselling and Wellbeing advisors.*</li> </ul>	Year 1	Diversity and Inclusion Team
<ul style="list-style-type: none"> <li>• Engage with the Race Equality Network to discuss the provision of Counselling and Wellbeing Services to ensure it provides for diverse needs and gives support that can generate empathy with a wide range of staff.*</li> </ul>	Year 1	People Advice and Wellbeing
<ul style="list-style-type: none"> <li>• Resolution Services - Work with the REN leads to further explore how we can leverage resolution services (provided by Visit Scotland for individual cases) to provide COVID-19 and return to work support.*</li> </ul>	Year 1	People Advice and Wellbeing
<ul style="list-style-type: none"> <li>• Diversity and Inclusion Curriculum - Start developing and implementing a D&amp;I Curriculum with dedicated solutions for leaders at all levels.*</li> </ul>	Year 1	Diversity and Inclusion Team
<ul style="list-style-type: none"> <li>• (Re)design processes/approaches to enable SG to analyse and report on Grievances and Disciplinary by protected characteristic, including ethnicity. Explore where possible this could be built into systems capability. ^</li> </ul>	Year 1	People Advice and Wellbeing
<ul style="list-style-type: none"> <li>• Exploring the theme of anti-racist facilitation and organisational development practice will be included in the Organisational Development Community Practice CPD for 2021.</li> </ul>	Year 1	Organisational Development
<ul style="list-style-type: none"> <li>• To recognise that race is a key dimension in OD practice, work with it explicitly during facilitation and work with leaders and the team. For example: naming and supporting groups to explore who is and isn’t in the room, how that shapes the flow of power and decisions, how systemic inequality and racism shows up in group dynamics and how the methods and techniques commonly used in group processes and business can both support and suppress participants involvement and sense of belonging.</li> </ul>	Year 1	Organisational Development

\* Relates to Starter for Ten action

^ Relates to New action

# Race Recruitment and Retention Action Plan



<b>Key Priority 5</b>	<b>Building an anti-racist culture</b>
<b>Outcome</b>	Our workplace culture is inclusive, collaborative, accountable and enables the skills, talent, experiences and diversity of our minority ethnic employees to flourish.
<b>What we learnt from engagement</b>	The current SG culture needs to change in order to embrace racial equality, diversity and inclusion - so as to advocate for a diverse work force. There's a need to put energy into the 'hearts and minds' rather than the policy and formal processes.

<b>Action</b>	<b>Year of Delivery</b>	<b>Owner</b>
<ul style="list-style-type: none"> <li>Exit Interviews A-C - Develop a standard approach to exit interviews for A-C band staff and provide six monthly updates on any relevant key themes to the D&amp;I team.*</li> </ul>	Year 2	People Advice and Wellbeing
<ul style="list-style-type: none"> <li>Equip employees with the knowledge and skills in tackling race issues so minority ethnic employees gain the confidence and trust to report racial incidents if and when it happens to any of them. ^</li> </ul>	Year 2	Learning and Performance / Diversity and Inclusion Team
<ul style="list-style-type: none"> <li>Engage with Behavioural Insights Team to explore interventions which support a shift in attitudes and behaviours. ^</li> </ul>	Year 2	Diversity and Inclusion Team
<ul style="list-style-type: none"> <li>Clearly communicate ways to report racism and other forms of discrimination, bullying and harassment. ^</li> </ul>	Year 2	People Advice and Wellbeing
<ul style="list-style-type: none"> <li>Encourage all employees, prioritising where the need is greatest, to provide their ethnicity records explaining the benefits of disclosure, linking to work on racial inequalities and transparency on how data is going to be used. ^</li> </ul>	Year 2	Diversity and Inclusion Team
<ul style="list-style-type: none"> <li>Early Contact Teams - Work with the Race Equality Network to promote the approach and to seek minority ethnic representation. Ensure volunteers have received cultural awareness training. ^</li> </ul>	Year 2	Diversity and Inclusion Team
<ul style="list-style-type: none"> <li>Establish standards and communicate clear expectations of zero tolerance around racist behaviour or 'banter' in the workplace. ^</li> </ul>	Year 2	HR Policy
<ul style="list-style-type: none"> <li>Create safe spaces, systems and times to talk, share experiences and learn from each other within the context of racism or any forms of inequality in SG. ^</li> </ul>	Year 2	Race Equality Network / Senior Civil Service
<ul style="list-style-type: none"> <li>Undertake qualitative research to listen to and learn from lived experiences of minority ethnic colleagues to understand why they, particularly women, experience higher rates of discrimination, bullying and harassment, and feel less comfortable talking to senior leaders about their actions, and shape then implement actions to increase confidence to report. ^</li> </ul>	Year 2	Corporate Analytical Services Team

\* Relates to Starter for Ten action

^ Relates to New action



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Any enquiries regarding this publication should be sent to us at  
The Scottish Government  
St Andrew's House  
Edinburgh  
EH1 3DG

ISBN: 978-1-80004-290-2 (web only)

Published by The Scottish Government, February 2021

Produced for The Scottish Government by APS Group Scotland, 21 Tennant Street, Edinburgh EH6 5NA  
PPDAS819706 (02/21)

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