



Social Mobility
Commission

Masterclass: Progression

Inclusion that supports people and business success

1pm – 2:30pm Wednesday 26 May 2021



Civil Service HR



@SMCommission

#GettingInGettingOn



Social Mobility Commission

#SocialMobility



@socialmobilitystories

www.socialmobilityworks.org

Workshop etiquette



Remain on mute

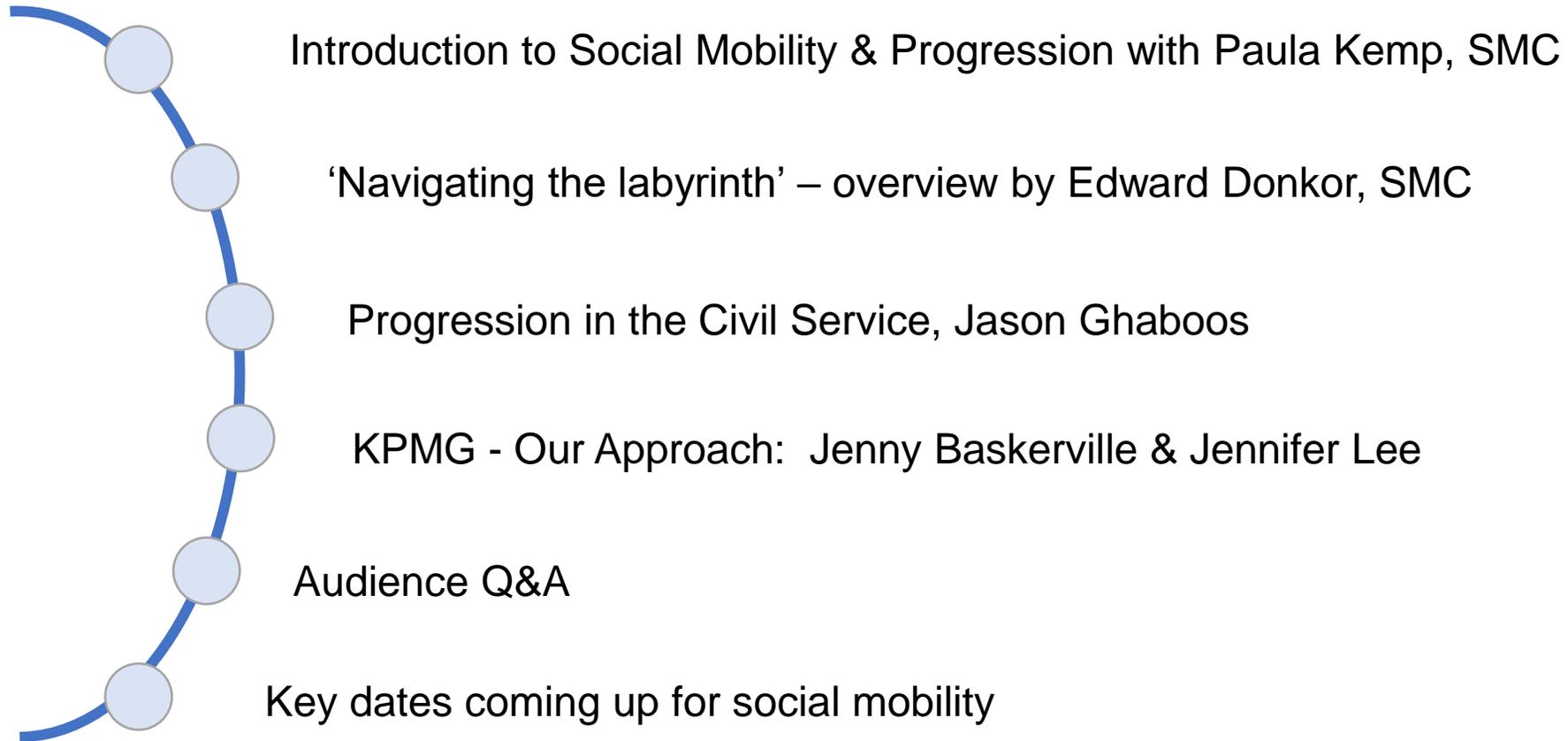


**Ask questions in
the Question box**



**Webinar will be
recorded**

Today's session



What is social mobility?

A collage of faces representing social mobility. The image features several overlapping, semi-transparent portraits of men. On the right, a man with dark hair and a slight smile is prominent. On the left, a man with light hair and a serious expression is visible. In the center, a man with a beard and mustache is partially obscured. The faces are layered, creating a sense of depth and transition, symbolizing the concept of social mobility.

Social mobility is the link between a person's occupation or income and the occupation or income of their parents.

In other words, it's about **ensuring your background doesn't determine your future.**

Meritocracy and career performance





Is there evidence of 'getting on'?



Those from lower socio-economic backgrounds take **a year and a half longer** on average to reach partner than their colleagues from higher social groups.¹



Employees from lower socio-economic backgrounds took **25% longer to progress** through grades. This 'progression gap' cannot be explained by performance. There was no statistical evidence to link performance with socio-economic background.²



Real estate firms have a smaller proportion of employees from lower socio-economic backgrounds (27%) than other sectors, with **over half of those in senior positions** from a higher socio-economic background.³



Those from privileged backgrounds are more than twice as likely to land a job in a creative occupation, dominating key creative roles. They are also more likely to experience greater autonomy, have supervisory responsibility and **to progress into managerial positions**.⁴



Many people from low socio-economic backgrounds who enter the Civil Service **don't go on to progress in the same way** as those from more advantaged backgrounds.⁵

1: Bridge group: [Pathways to partnership: challenging the myth of meritocracy](#), 2020

2: Commission by City of London Corporation and authored by the Bridge Group, [Who gets ahead and how? Socio-economic background and career progression in financial services](#), 2020

3. Bridge Group: [Socio-economic diversity in the real estate sector](#), 2020

4. Creative Industries Policy and Evidence Centre, led by Nesta, [Getting in and getting on – Class participation and job quality in the UK Creative Industries](#), 2020

5. Social Mobility Commission, [Navigating the labyrinth: Socio-economic background and career progression within the civil service](#), May 2021

The reality



Progression is often the last thing people tackle. Interventions may be ineffective if the rest of the building blocks aren't in place i.e., the culture, structure, support and opportunities so staff can take your efforts seriously.



ATTRACTION MYTH

There is a suggestion that the challenge of diversity is concerned mostly with the early career pipeline, i.e. outreach is the solution¹



LONGER PROGRESSION TIMELINE

Those from lower socio-economic backgrounds take a year and a half longer on average to reach senior roles than their more advantaged colleagues¹



FUNDED TRAINING

Employer-funded training is **more likely** to be given to those from higher socio-economic backgrounds in every category of job. When offered, it might not be accessible to all (e.g. delivered digitally, not offered flexibly, or time off not given)²



INCLUSION NOT REALISED

Many organisations still tilt their norms towards those from a privileged background³



RETENTION MINDSET

Fast-paced, customer- and profit-focused industries have a tendency to view frontline staff as disposable and replaceable and therefore organisations did not prioritise investing in staff development⁴



JOBS NOT CAREERS

Frontline staff often don't see their jobs as a career and report having other more important priorities in their life⁴



CONFIDENCE

Individuals often lack confidence in their ability to progress and have low expectations of employers to provide training and access to progression⁴



CAREER PATHS

Individuals from lower socio-economic backgrounds often self-select into operational or technical roles, which often don't lead to the C-suite⁴

1: Bridge group: [Pathways to partnership: challenging the myth of meritocracy](#), 2020

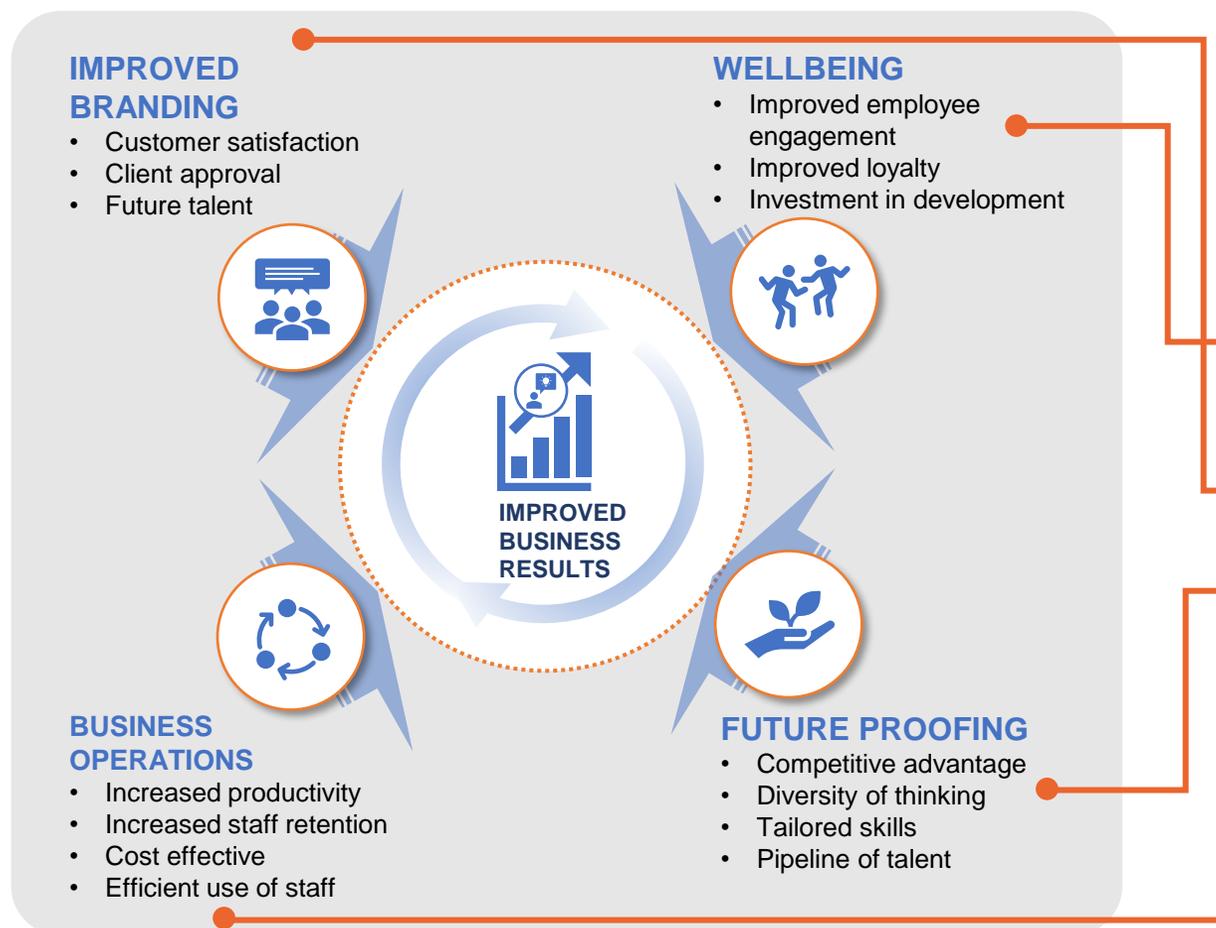
2: Social Mobility Commission, [State of the Nation 2018-19](#), 2019

3 Social mobility Training Progression Research (2020)

4. Social mobility; Public sector research (2021)



Diversity breeds success



Through our research we have found that organisations that have better provision and uptake of training and progression opportunities:

- Have leaders that **prioritise** staff development to increase **staff satisfaction/engagement** and **retention**
- View development as part of their **brand** and **reputation**
- Expect **all** staff to have **training** and **career conversations** with their managers, structured support and access to progression opportunities
- See the value in retaining long-serving staff over higher turnover and new starters.

So where do you start?



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Build a programme of interventions and enablers that do and are seen to shift your organisations culture. Thus placing the importance of training and development to help contribute to progression opportunities for all

ACTIONS

HOT TIP



LEADERSHIP & CULTURE

- Build manager and leadership commitment
- Create an inclusive culture:
 - Actively address behavioural culture codes
 - linked to other building blocks (see workforce and enablers)

Build understanding of long term **business value** of providing in-work training and careers guidance

Engage and **build trust with employees by actively listening** and then responding to their **aspirations and concerns**



WORKFORCE

- Build incremental career pathways into the structure of your workforce
- Ensure monthly performance meetings occur for everyone
- Training and communication
- Use sponsors/mentors
- Create and listen to your social mobility network

Embed **measures** throughout the business that **prioritise and support individuals** to progress at their own pace



ENABLERS

- Use data
- Job roles with clear skills definition and flexibility built in
- Fair performance, promotion and pay
- Rigorous succession planning
- Communication of careers pathways

Review **company structures and ways of working** to create **meaningful career progression opportunities**

Remove ambiguity in progression processes; ambiguity disproportionately helps some over others



WIDER ECOSYSTEM

- Client commitment on inclusion
- Use your supplier chain - contractors

Review **client contracts**; include your commitment towards diverse teams and reflecting society

It won't happen over night.....but it will create a diverse and INCLUSIVE change

A supermarket chain's culture nurtures the progression of its frontline staff. Senior leaders feel this is important to the company's brand, and this attitude is evident in the structured, well-communicated training programmes it provides to help its staff progress. It also offers opportunities to work in different branches, which exposes employees to more career opportunities. 250 + employees, Wales



“It feels like a business that listens.” - Area manager



Consider

Listening to and valuing employees



Create

Formal training programmes to upskill employees



Communicate

Training programmes are well advertised to all employees



Commit

There is a culture of commitment to investing in existing staff – which in turn attracts staff who want to progress within the organisation

It won't happen over night.....but it will create a diverse and INCLUSIVE change

An international sandwich and coffee shop chain that has gained a reputation for investing in training and developing its employees. As a result, staff who initially joined the company on a more casual basis have stayed loyal to the organisation and progressed within its ranks. International sandwich and coffee shop chain



"If you give the right training to a team member, the team member will stay with you forever"
– **General manager**



Consider

Investing money in training and recognising its value



Create

Extensive programme of training in a wide range of formats including dedicated centres



Communicate

Regular communication between manager and frontline



Commit

Assessing managers on staff completion rates embeds training as a business priority



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Edward Donkor

Employment Engagement Lead Social Mobility Commission

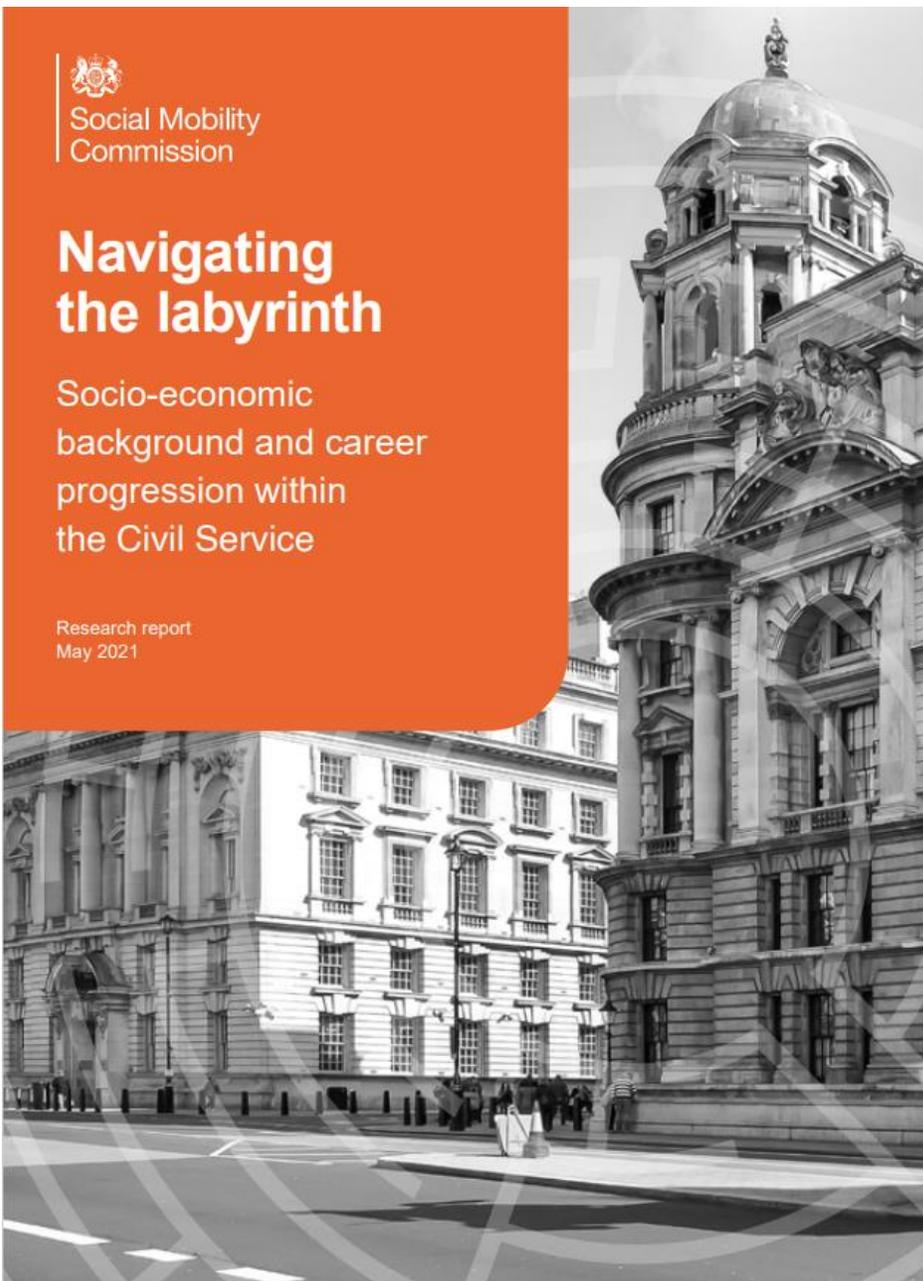




Navigating the labyrinth

Socio-economic
background and career
progression within
the Civil Service

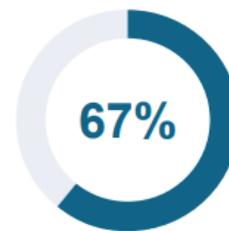
Research report
May 2021



Methodology



Analysis of the **2019 Civil Service People Survey (CSPS)** using parental occupation as the main measure



67%
of all civil
servants
took part in
the CSPS

300,000+
respondents

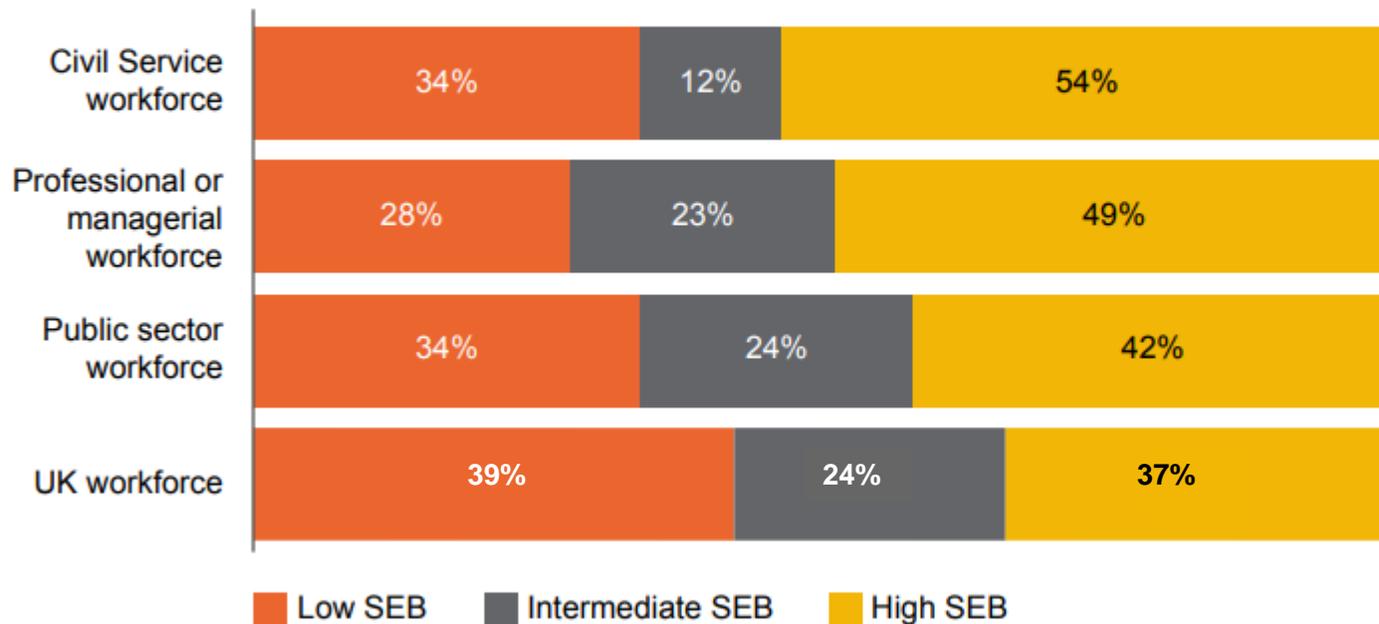
to the internal
Civil Service
survey



In-depth **interviews with 104 staff** at grade 7+ across four departments who had a range of performance on diversity measures and who represented significantly different operating structures (HMT, DfT, HMRC and CO)

People from high socio-economic backgrounds are over-represented in the Civil Service

Figure 1 Parental occupation of civil servants, UK workforce, professional/managerial occupations and public sector

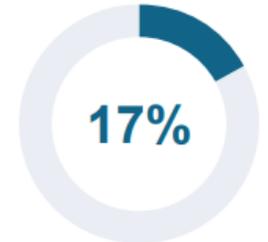
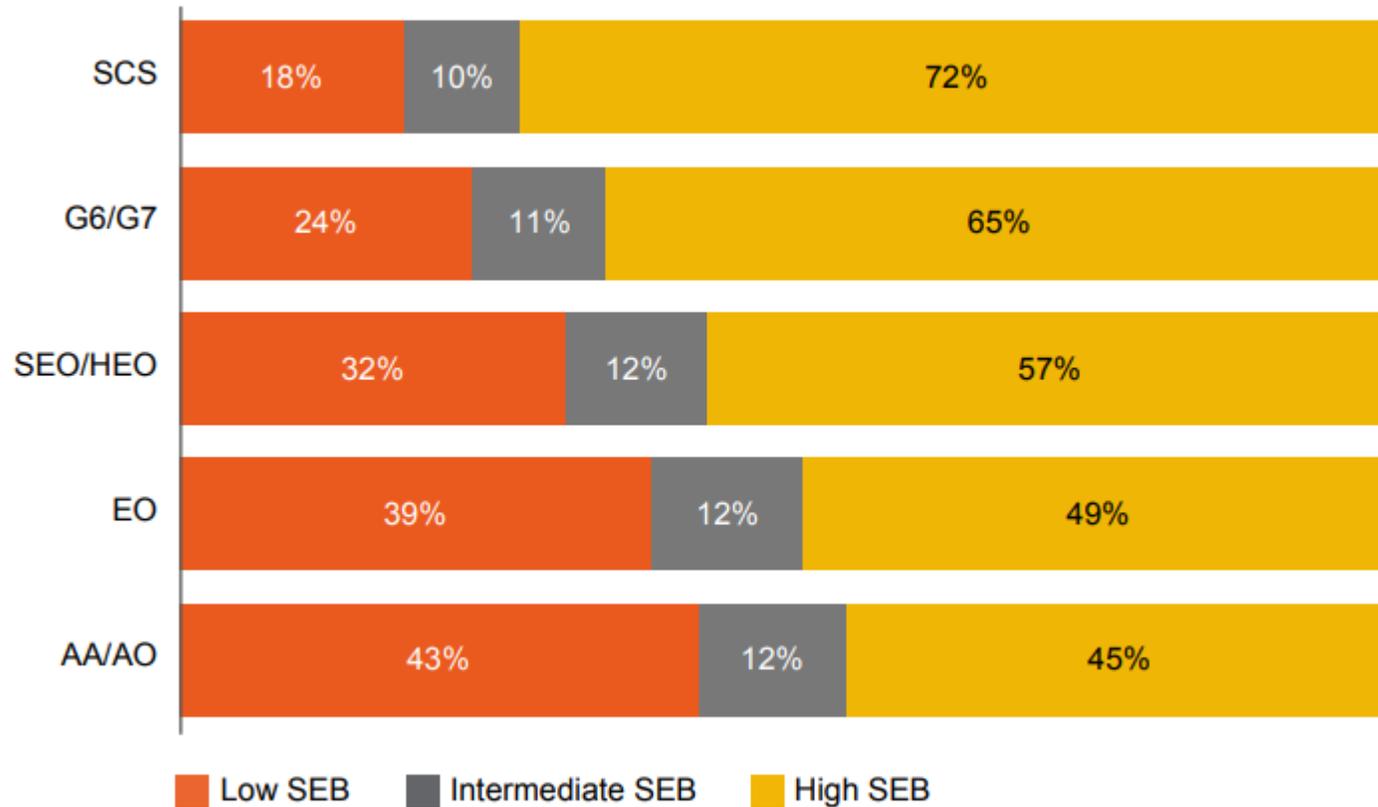


The Civil Service is more socio-economically advantaged than the UK workforce

The higher the grade, the less representative it is; the composition of the Senior Civil Service (SCS) has not changed much since 1967



Figure 4 Civil service grades by parental occupation



of the SCS from low socio-economic backgrounds in 1967



of the SCS from low socio-economic backgrounds in 2021



Findings

1. **Accessing informal guides and accelerator roles** (e.g. early posting to a private office, Treasury, Cabinet Office, Minister's private secretary)
2. **Negotiating organisational ambiguity** (e.g. interactions with hiring managers, requests for promotion)
3. **The Whitehall effect** (e.g. increasing visibility and proximity to Ministers by working in London)
4. **Sorting and bottlenecks in operational career tracks** (e.g. more progression opportunity in policy roles)
5. **Navigating dominant behavioural codes** (e.g. studied neutrality, RP accent and speech, highbrow cultural touchpoints)
6. **People from high socio-economic backgrounds downplaying their privilege** (e.g. managers not recognise own privilege and role in dismantling barriers)
7. **Cumulative disadvantage** (e.g. women and ethnic minority civil servants facing multiple barriers)



The workforce action plan

1. Establish a cross-departmental workforce strategy to improve socio-economic diversity in the Civil Service

2. Introduce workforce-wide reporting on socio-economic background

3. Use training and 'learning and development' to drive positive change

4. Use apprenticeships to drive your strategy

5. Increase representation of Senior Civil Servants from low socio-economic backgrounds

6. Equalise access to accelerator roles

7. Formalise the informal

8. Think beyond Whitehall

9. Demystify the policy profession

10. Break the taboo around social class

11. Start a conversation about talent

12. Focus on cumulative barriers to progression for women from low socio-economic and ethnic minority backgrounds



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Jason Ghaboos

Deputy Director

Civil Service Diversity and Inclusion





The Civil Service approach to improving progression needs to reflect its size and breadth.

Table 2 The grade structure of the Civil Service

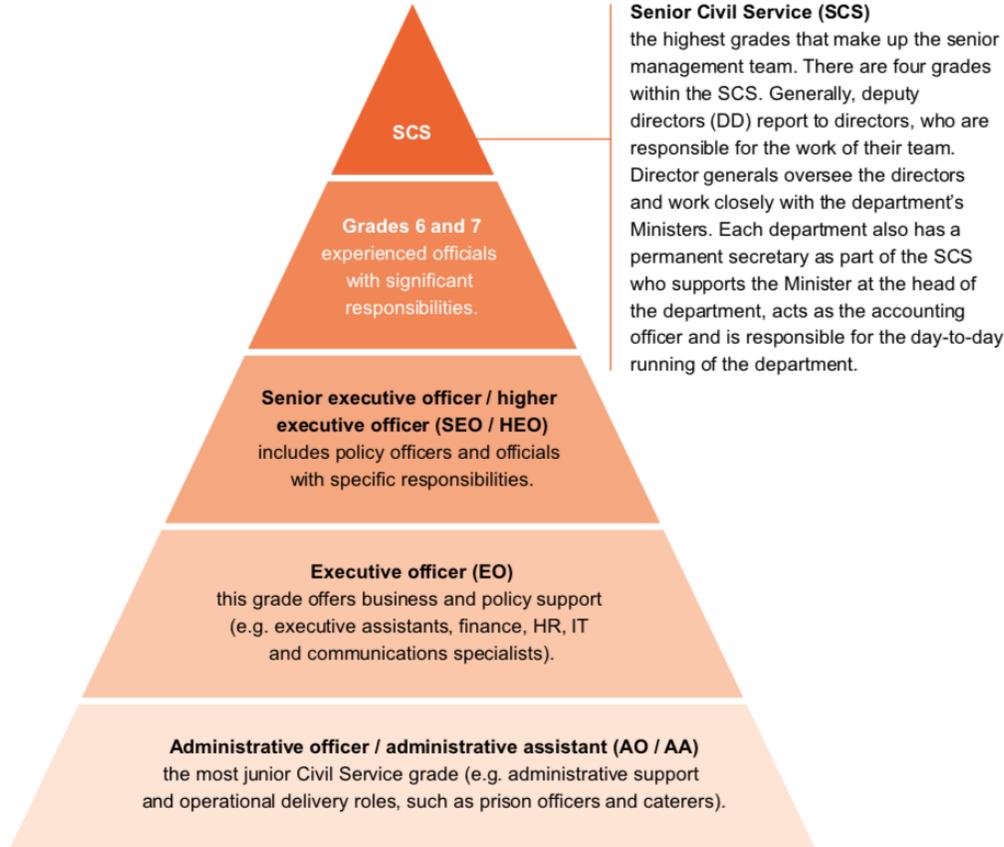


Figure taken from Navigating the Labyrinth (Social Mobility Commission, 2021)

Figure 3.7 Grade composition by department, 2010 to 2019 (percentage of staff at each grade, headcount)

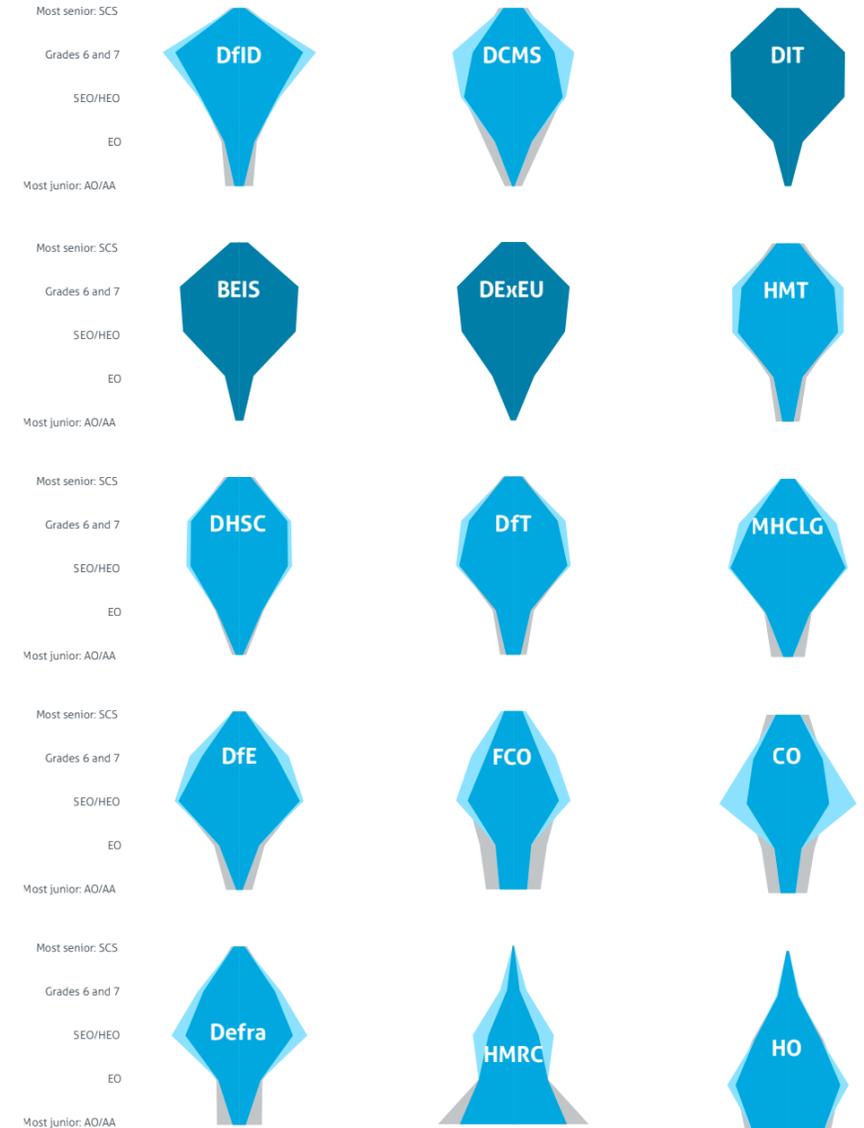
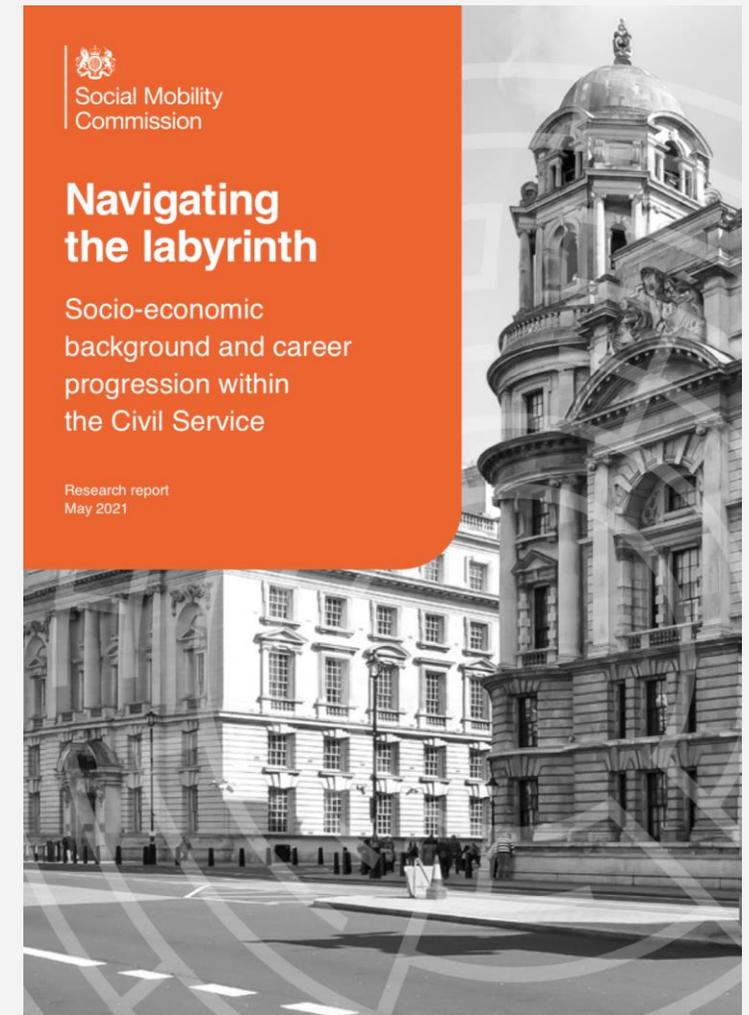


Figure taken from Whitehall Monitor (Institute for Government, 2020)



Progression in the Civil Service

- **Data** has been an important tool for us
- **15** Civil Service organisations in SMF Index 2020 Top 75
- There are **pockets of best practice** that already exist - and we are working to scale these up, as well as look to new areas of focus driven by the data.
- We will be using the SMC's Navigating the Labyrinth Report to inform our future work on socio-economic diversity, building on some of the great work we're already doing.





BEST PRACTICE CASE STUDIES

Internships and Apprenticeships

- Summer Diversity and Early Diversity Internship programmes
- Extending Apprenticeships
- Extensive Outreach to social mobility cold spots
- Specific department schemes e.g. DWP social mobility apprenticeship

Summer Diversity Intern Placements

- Appointment: 25.8% low SEB

Early Diversity Intern Placements

- Appointment: 27% low SEB
- In 2018/19, 33.6% of lower SEB interns appointed on Fast Stream

Fast Stream low SEB success rates have tripled between 2016 and 2021.

Facilitating progression via mentoring and sponsorship

- Cross-Govt 'Catapult' programme run out of Ministry of Justice
- 500 places for mentors/mentees
- Widening out talent offers
- Mentors and sponsors as organisational guides to impart knowledge of the Civil Service system

- 10 Departments took part in pilot

- 47% of mentees were promoted/changed role
- Positive outcomes for promotion, development and career aspirations
- Social Mobility Champions at senior levels across government

Providing equal access to progression - geographical diversity

- Government commitment to relocate 22,000 Civil Service roles out of London within the next decade with the majority moving to other regions and nations of the United Kingdom.
- Focus on creating career pathways for any profession/function at any location at all grades

"With Civil Service roles moving out of London as we level up across the country, we're increasing opportunities for our existing staff of all backgrounds to develop their careers, while also drawing on a new and diverse talent pool."

Progression Masterclass

Jenny Baskerville, Head of Inclusion,
Diversity and Social Equality, KPMG

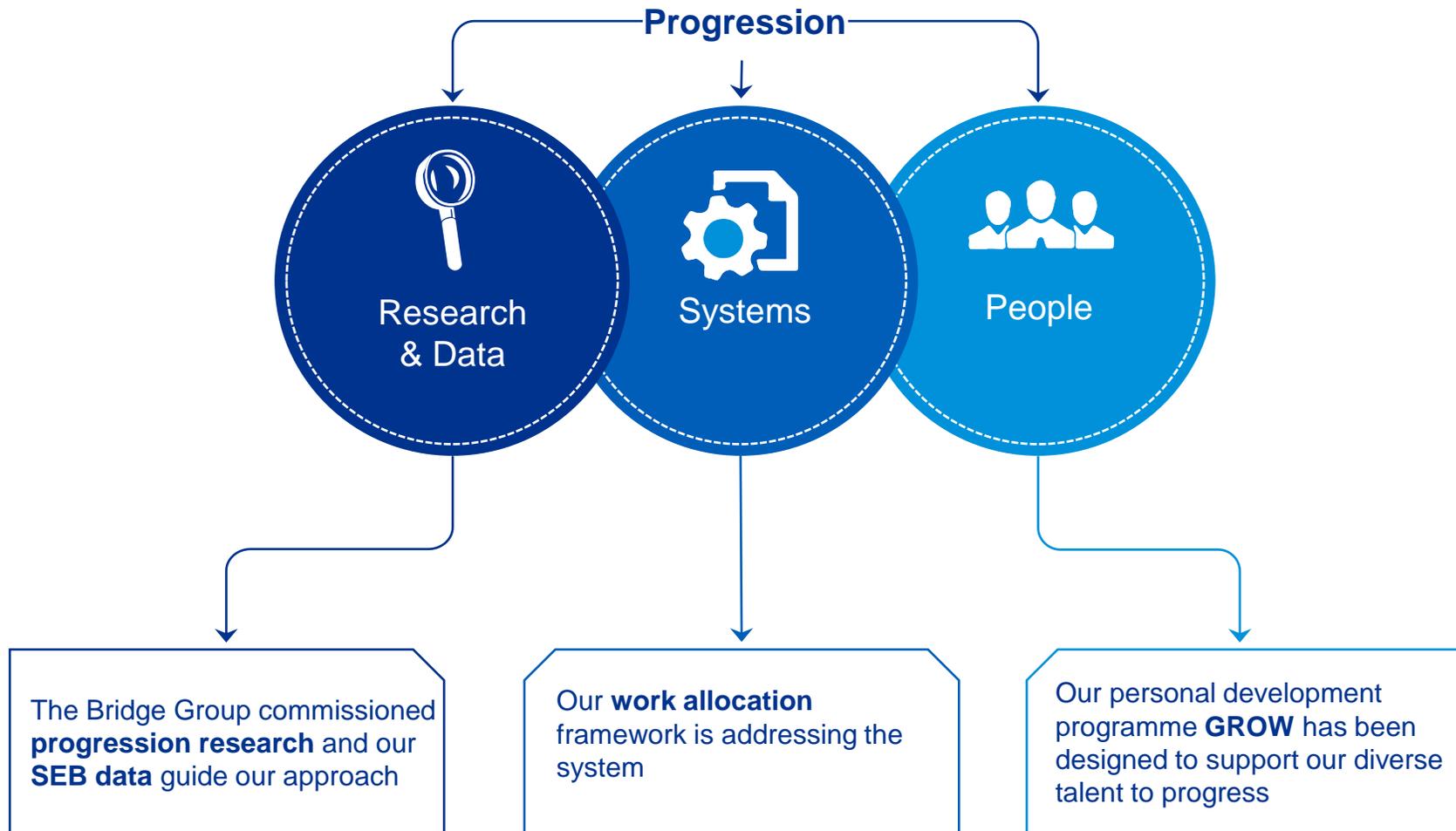
Jennifer Lee, Liverpool Office Senior
Partner, KPMG

May 2021



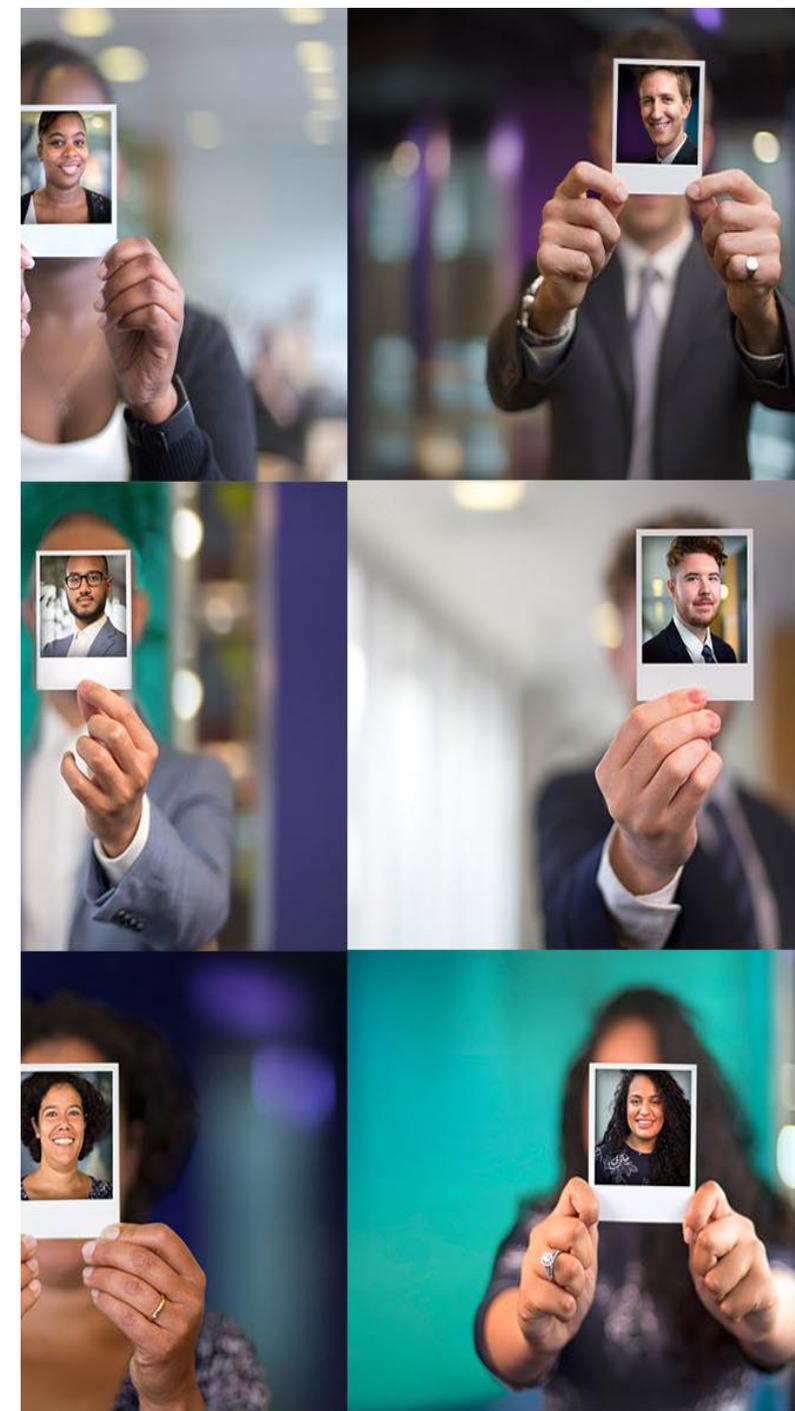


Our approach



We launched our **Fairer Futures campaign** to reinforce our IDSE vision, narrative and commitments and delivered stronger messaging on the impact of 'exceptions' or bypassing people processes

Jennifer Lee's story



Any questions for our speakers?



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Jason Ghaboos
Deputy Director, Civil
Service Diversity and
Inclusion
Cabinet Office



Jenny Baskerville
Director, Head of
Inclusion, Diversity
and Social Equality
KPMG



Jen Lee
Liverpool Office
Senior Partner,
KPMG



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Next steps:

Complete our feedback survey

**Find more resources on
www.socialmobilityworks.org**



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Next event:

Masterclass: Leadership & Culture

1 July 2021, 1pm

Register [here](#)



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Superdrug 



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Want to help make **apprenticeship programmes** more accessible and inclusive?

We are looking for employers to help shape the recommendations we provide to others.

Join one of two feedback sessions with other employers from different industries to comment on the different sections on our new Apprenticeship toolkit.

This will be a 2-hour interactive workshop facilitated by the SMC.

Tuesday, 8 June from 11am-1pm

Wednesday, 9 June from 2-4pm

contact@socialmobilitycommission.gov.uk



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Dates for your diary

The UK Social Mobility Awards is open

UK
Social
Mobility
Awards™

- 2020 had over 500 entries from across the UK, from a range of sectors
- There are 12 categories to enter
- Independent judging panel of leading figures from business and other sectors

 April 21st SOCIAL MOBILITY BUSINESS SEMINAR	 April 26th NOMINATIONS OPEN	 June 25th ENTRY DEADLINE
 July 12th SHORTLIST ANNOUNCED	 July/August JUDGING	 October 14th AWARDS NIGHT

<https://www.somo.uk/>

- Submissions close on **28th May**
- Over the **summer** we mark the responses and benchmark submissions
- In **September/October** you will receive a **tailored feedback report** detailing how your organisation performed in each section and the offer of a meeting to discuss the findings
- We announce the Top 75 and a key findings report in **October/November**

Register your interest: socialmobility.org.uk/index/

SMF is here to help: employerindex@socialmobility.org.uk

Timeline

- **February 2021**
 - Employer Index and Employee Survey open
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- **May 2021**
 - Submissions close
 -
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- **Autumn 2021**
 - Individual feedback reports sent to employers
 - Top 75 and key findings report published