

1. INTRODUCTION

- This research project aims to examine whether or not existing career development opportunities in the UK Civil Service adequately meet the needs of lesbian, gay, bisexual and transgendered (LGB & T) members of staff, to determine what (if any) barriers to career progression exist and to recommend solutions.
- There has been no direct research conducted by the Cabinet Office or Government Equalities Office into this field. There is also no specific legal requirement for them to do so. This would be therefore, a brand new field of study.
- The upcoming Equality Bill will force organisations and businesses to engage with their staff and go beyond what the current legal duties require on ethnicity/race, gender and disability. Irrespective of whether or not the Bill gains assent, Government Departments are moving towards production of Single Equality Schemes to combine how they will meet current obligations and extension towards other minority groups, in particular LGB & T.

2. RESEARCH AIMS AND OBJECTIVES

2.1 Aims

There are 4 key aims for this research project, each answering a specific series of questions:

- What are the needs of LGB & T members of staff who wish to progress their career within the UK Civil Service?
- What (if any) are the barriers to career progression of LGB & T civil servants?
- Do existing career developmental opportunities adequately meet the needs of LGB & T members of staff?
- Does the use of existing talent pools (such as the Fast Stream) adequately meet the needs of LGB & T members of staff?

2.2 Key objectives

The project can be broken down into the following 5 objectives:

- Identify LGB & T needs within careers and career development
- Determine the existing distribution of LGB & T staff across the UK civil service and in particular how this varies by grade (sources: Cabinet Office Staff Survey 2009, CSRA/a:gender membership surveys)
- Determine what the barriers to career progression are
- Determine where the barriers to career progression occur
- Analyse how career development works within government departments/the service

[Note: Objectives are a statement within aims. They can be considered as tactical or practical statements which break down and set out how the aims will be achieved.]

3. METHODOLOGIES

CSRA expects the research project to be based on 4 components:

1. 2009 Civil Service Staff Survey (existing) – The 2009 Civil Service Staff Survey included a common set of questions across the civil service and did ask respondents to name their sexual orientation. Results are being analysed Department by Department but results and brief analyses will be available in early 2010. It is envisaged that access to the data will be used in LGB specific analysis (but not T).
2. Surveys of CSRA and a:gender membership (prospective) – CSRA and a:gender have a very wide membership and we have the ability to communicate with all members and ask them to participate in either online or hard copy questionnaires and surveys by return. Specific surveys on career development, on access to appropriate training materials and on perceptions of their sexual orientation and gender identity/gender transition on vocational opportunities will also form part of the research project with the appropriate level of analysis conducted.
3. Interviews/Focus Groups with LGB & T staff – There is little to no empirical evidence on the experiences and perceptions of LGB & T staff have, particularly in regard to their sexual orientation or gender identity in the field of career development. CSRA envisages running a series of interviews with individuals and groups, in conjunction with the 2010 Regional Outreach programme, determining their experiences.

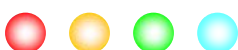
Following advice from a:gender, the civil service no longer asks questions on whether someone has gender transitioned. To this end, the only data on trans civil servants can be qualitative in nature and a:gender can facilitate interviews or focus groups with their membership. “Trans” can cover a multitude of gender identity definitions and we envisage the broadest possible sample is questioned.

4. Interviews/Focus Groups with heterosexual staff – CSRA would also like to ensure that some of the interviews are with peer heterosexual staff, to provide a control group and also in particular those from the Senior Civil Service and/or Fast Stream programme in order to get their perspectives on how they and their colleagues treat their LGB & T staff.

Observation – As a part of the project, CSRA has been considering running a “blind focus group” where participants will not be aware they are contributing towards a project on LGB & T career development. Participants will be sent an invitation to discuss career development and questions should be formulated on perceptions of LGB & T inclusivity.

Observation - the research should not assume the experiences of LGB and T staff to be homogenous. In particular any significant differences between the 4 groups should be analysed and reported on, in addition to any common differences compared to other civil servants.

The conducting and analysis of research sources shall not be done in isolation by the successful bidders. CSRA shall fully support and contribute towards the research and



endorses collaboration between ourselves and the research team. Our membership covers the entire British Isles and we acknowledge that it is not feasible to ask a small research team to travel the length and breadth of the United Kingdom. We will facilitate interviews and focus groups as part of our regional outreach programme, provide analyses on quantitative materials and host whatever is required for civil servants in the Whitehall catchment area.

Although we wish to understand attitudes and perceptions of heterosexual members of staff, the project should not cover how heterosexuality may be a barrier to career development within the civil service. Similarly, we do not want the research to cover how gender (as opposed to gender identity) is a barrier to career development within the civil service.

CSRA is keen for tenderers to consider and propose appropriate and/or innovative research methods which will best address the stated research aims, objectives and research questions. The above list is comprehensive but by no means descriptive. Bids will be evaluated on the extent to which the proposed research design will provide high quality and robust findings in relation to the aims, objectives and research questions. *To this extent, a detailed outline of the selected methods and proposed research design is required from tenderers. You are required to provide their rationale and justification for your proposed approach. This should set out which issues it is appropriate to address at which stage of the project and any justification of the proposed design should contain a detailed consideration of the alternatives that have been ruled out and the relative advantages of the selected approach.*

4. OUTPUTS

The main output from this project will be a report of approximately 10,000 -15,000 words which will draw a series of conclusions about LGB & T career development and a series of Department specific and general Civil Service recommendations. A timeline for progressing implementation of recommendations should also be included as part of the outputs. A second, shorter pocket guide of no more than 2,000 words should also be produced outlining the key findings.

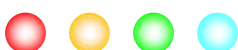
It is imperative that all reports are well-structured, succinct, written in plain English and are suitable for a non-specialist policy audience. The final report should be written to **publication standard**. Where possible the text should be supported by appropriate figures, charts and tables. [The reports will be peer reviewed]. Contractors will be expected to address key issues raised by CSRA and other government departments and peer reviewers. All outputs should be agreed in advance in writing (for example, the report outline and structure) before drafting. CSRA representatives will need the opportunity to comment on and agree reports. The final drafts of all outputs should be thoroughly proof-read prior to submission to the CSRA.

The report shall be presented to the CSRA membership and key stakeholders in the Cabinet Office, Government Equalities Office and in the civil service more widely. CSRA attaches great importance to the timely delivery of findings and would want to see emerging findings as soon as possible.

5. TIMETABLE

The project is expected to begin in April 2010 pending negotiations.

The proposed timetable is as follows:



Date	Milestone
15/02/10	Invitations To Tender
08/03/10	Tendering Closes
15/03/10	Evaluation of Tenders Complete; Invitations to Interview issues
24/03/10	Interviews & Final Evaluation
01/04/10	Formal Project Initiation; Meet with successful bidders, go over project plan, research proposals etc
Tri Weekly	Project Board Meetings
01/07/10	Preliminary Findings/Report
15/07/10	Final Report & Conclusions

6. SKILLS AND EXPERTISE

This project is expected to run collaboratively with a steering group drawn from the CSRA executive and CSRA membership, all of whom have some degree of experience in participating in and management of research projects, as well as data and statistical analysis. CSRA expects to contribute towards organisation of focus groups, quantitative data interpretation and analysis as well as collaboration on the preliminary and final reports.

Preliminary Civil Service Staff Survey results will be available from 29th January 2010 and analysis work by CSRA will commence then with analyses discussed with successful bidders upon project initiation. Potential bidders should mention in their documentation if there are any areas of research they would feel additional support and resource from CSRA would be beneficial.

We envisage that an inter-disciplinary team will be required for this research project. In particular, this project requires experienced and highly qualified researchers with relevant experience in both quantitative and qualitative social research in the workplace and preferably in the areas of career development and minority groups.

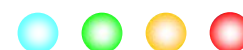
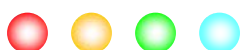
Skills and Experience – **ESSENTIAL**

- Experience of undertaking research with minority groups
- Knowledge of issues pertaining to sexual orientation and gender identity
- Ability to plan and conduct semi-structured interviews and group discussions, and to analyse robustly and report findings
- Experience of Quantitative and Qualitative analysis
- Ability to deliver concise, well-written reports directly addressing the terms of reference given to agreed deadlines

Skills and Experience – **DESIRABLE**

- Ability to retain an open mind, display sensitivity and guarantee discretion
- Ability to work collaboratively with the CSRA Executive

Tenderers are encouraged to subcontract elements or collaborate on bids where they feel that this will help them to meet the requirements of the project. Where such collaboration takes



place, one organisation must remain the main contractor and retain overall responsibility for the project.

Tenderers should provide details of the proposed project team (including their CVs) linked to the project plan, which indicates the grade of staff; number of days per staff member, and number of days allocated to specific work areas. Tenderers should also provide details of team member's previous experience of undertaking research of a similar scope and complexity. There must also be a breakdown of costs per researcher for time spent on the project, as well as operational costs for facilitating fieldwork and workshops.

Tenderers should provide an explicit statement on how they will ensure sensitivity and confidentiality with specific references to the 2003 Employment Regulations and the 2004 Gender Recognition Act.

7. PROJECT MANAGEMENT ARRANGEMENTS

8.1 CSRA Project Manager

The project will be managed by Joe Straw who will expect to be kept in touch with progress and emerging issues on a regular basis.

8.2 Progress reporting

The contractor is expected to provide short fortnightly/tri-weekly progress reports describing developments and next steps, as well as any difficulties encountered/anticipated and proposed solutions.

8.3 Project meetings

Once the contract commences, an initial meeting will be held with the Contractors to clarify the direction of the project. Other meetings will be convened as necessary by agreement between the CSRA Project Manager, members of the CSRA Executive and the Contractor. Meetings will be held at the Department for Transport, Great Minster House, Marsham Street, London.

All reports / documents should be submitted to the CSRA Project Manager at least one week before all meetings. The Contractor should submit minutes of progress and advisory group meetings to the CSRA Project Manager within two weeks of any meetings.

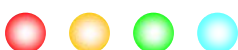
8.4 Advisory group

We propose to create an advisory group comprising of members of the CSRA executive and CSRA membership. The advisory group will provide consultative input to the project as required and / or deemed necessary by both the CSRA Project Manager and the Contractor.

Tenderers should provide for at least 3 advisory group meetings over the course of the project.

8. TENDERING ARRANGEMENTS

Interested parties are invited to tenders for this project. Tenders should be submitted by 08/03/2010. Successful short-listed contractors will be asked to provide a brief presentation of



their proposals followed by a question and answer session on the provisional date of 24/03/2010. Contractors are therefore asked to keep this day free.

Tenders should set out:

- *the methodology proposed (and justification);*
- *the relevant experience of the organisation and the research team, in terms of experience of literature review techniques and on the substantive area;*
- *a statement that the work will be completed by the specified deadline;*
- *a detailed breakdown of costs, showing the proposed input (in terms of days) from each member of the research team and the daily rates of each person;*
- *a detailed breakdown of expenses (for example, charges for access to data, travel, photocopying, etc.)*

In addition to any requirements stated elsewhere in this specification, tenders will also be evaluated against the following criteria:

- *the extent to which they meet the research aims, objectives and questions set out in the specification;*
- *the appropriateness, feasibility and efficiency of the methods proposed;*
- *arrangements for managing the research, including quality control mechanisms and ability to meet the timetable and deliver outputs;*
- *the research team's experience of similar research and knowledge of relevant issues and track record in similar work; and,*
- *ability to work with CSRA.*
- *Value for Money*

If you have any queries relating to this specification, please contact the CSRA Project Manger: Joe Straw (email: research@csra-uk.org.uk telephone: 020 7944 6870)

Please send completed tenders by email to research@csra-uk.org.uk

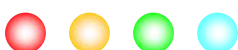
9. FREEDOM OF INFORMATION

The Civil Service Rainbow Alliance is subject to the purview of the Freedom of Information Act 2000. Any information submitted by tenderers in connection with this tender may need to be disclosed in response to a request made under this Act

If you consider that any of the information included in your tender is commercially sensitive, please identify the relevant data and explain in broad terms what harm may result from disclosure if a request is received and the time period applicable to that sensitivity. You should be aware that even where you have indicated that information is commercially sensitive, we may be required to disclose it under the Act if a request is received.

You will be consulted if we have received a request for disclosure of any information you have identified as commercially sensitive.

10. DATA PROTECTION



The Client will be the “Data Controller”. Ownership of all data and outputs from the research are vested in the Crown and covered by Crown Copyright. The Contractor will be required to obtain the Client’s agreement to publish or carry out other work using the information and data collected under this contract.

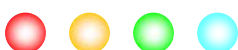
Upon completion of the contract, the Contractor shall not retain, in any form, any data obtained or generated by the Contractor for the purposes of the contract. The Contractor shall, if required by the Client, provide the Client with all of the information reasonably required by the Client, in order to satisfy the Client that it has complied with this condition.

The contractor is required to undertake to comply with the obligations of a “data controller” under the provisions of the Seventh Data Protection Principle, as set out in Schedule I, Part II of the Act as regards any personal data the contractor processes in providing (the services under the contract.

In addition, the contractor will:

- (a) Warrant and undertake that the contractor has and will have at all times during the term of the contract appropriate measures in place and acceptable to the client. These measures will be designed to protect any personal data accessed or processed by the contractor, on behalf of the client, against:
 - 1) unauthorised or unlawful processing and
 - 2) accidental loss or destruction or damage.
- (b) Also undertake at all times during the term of the contract to take all reasonable steps to ensure the reliability of any of the contractor’s staff who will have access to personal data processed in accordance with this contract;
- (c) Undertake that the contractor will act only on the instructions of the client in relation to the processing of any personal data provided to the contractor by the client, by others acting on behalf of the client, or by the participants in the surveys;
- (d) Undertake to provide the services under this contract at least to the level of security agreed between the client and contractor and allow the client (or its representatives) access to any relevant premises owned or controlled by the contractor on reasonable notice to inspect the contractors procedures (described in (a) above) and will, on the clients request from time to time, prepare a report for the client as to the contractor’s then current technical and organisational measures used to protect any such personal data;
- (e) Undertake to consider all reasonable suggestions which the client may put to the contractor to ensure that the level of protection the contractor provide the personal data is in accordance with this contract and to make changes suggested unless the contractor can provide to the clients reasonable satisfaction that they are not necessary to ensure ongoing compliance with our warranty and undertaking at (a) above.

Breach of any of the above warranties or undertakings will entitle the client to terminate this contact forthwith.



12. CHANGES TO THE SPECIFICATION

This Specification document sets out the client's current service requirement. It is possible that during the life of the contract changes, for example, in the nature and volume of the work and the timescale or other requirements will arise.

Changes to the Specification will be implemented by issuing written amendments to all those affected by the changes.

13. CONDITIONS OF CONTRACT FOR RESEARCH SERVICES

The Conditions of Contract for Research Services hereafter enclosed should apply in relation to this contract. The contractor must have regard to these Conditions.

Author: Joe Straw

Date: 25/01/2010

Civil Service Rainbow Alliance

