Making the record keeping workforce representative: project and literature review

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1. Introduction and methodology

1.1 Introduction

This report presents the results of the diversity and gender equality literature review, undertaken during November 2018 by Tola Dabiri Consulting for the Archives and Records Association (UK and Ireland) (ARA).

ARA is the lead professional and membership body for archivists, archive conservators and records managers in the United Kingdom and Ireland. ARA aims to support its membership through training, continuous professional development, professional help and advice, and by providing a community to which the membership can belong and from which they draw benefit through open discussion and debate, as well as through gathering of information and advice.

In 2014-2015 ARA worked with the Chartered Institute of Library and Information Professionals (CILIP) on a Workforce Mapping Project which was undertaken by Edinburgh Napier University. The aim was to gain knowledge about the UK's libraries, archives, records, information and knowledge sectors. An executive summary was published in 2015 and the full report was released in July 2018[1]. Among other things, the report identified:

- A significant gender pay gap;
- Women dominating the workforce, but under-represented in senior management;
- Low ethnic diversity:
    - 97.7% of those working in 'archives' are white;
    - 97.8% of those working in 'records' are white.

In addition, a 2014 ARA report on volunteering identified that 97% of archive volunteers are white[2].

The literature review was undertaken to develop an understanding of the previous research into:

- Under representation of BAME people in the record keeping paid workforce (archives, records management and conservation);
- Under representation of BAME people in other sectors such as libraries and museums (where there are synergies with the record keeping sector);

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[1] http://www.archives.org.uk/publications/workforce.html

[2] Williams, C., *Full Report of Managing Volunteering in Archives (published January 2014)* http://www.archives.org.uk/images/documents/ARACouncil/ARA_Managing_Volunteering_in_Archives_2014_Report_and_appendices_final.pdf

- Under representation of BAME people in volunteering in record keeping and other sectors such as libraries (where there are synergies with the record keeping sector);
- Under representation of women in senior management in the record keeping sector;
- Under representation of women in senior management in other sectors such as libraries and museums (where there are synergies with the record keeping sector).

This report also reviews literature which evaluates projects which have been undertaken to try and improve representation in the record keeping, libraries and museums workforce. The literature and projects reviewed represent a sample of the most relevant sources which answer the research questions outlined above.

1.2 Methodology

The literature reviewed in this report was from conducting a literature search, assessment for suitability of the sources found, and reading and summarising the contents of the literature selected.

Literature for this report for found using searches of using the following terms, (alone or in combination):

- BAME
- Diversity
- Equality
- Inclusion
- Black
- Ethnic
- Ethnicity
- Workforce
- Archives/archive
- Museums/museum
- Libraries/library
- Gender
- Women
- ACE
- Arts Council
- MLA
- Museums, Libraries and Arts Council
- CILIP
- Encompass
- Project

- Report
- Findings
- Evaluation

In addition to the list of sources suggested by ARA, all of the literature and projects reviewed for this report were found online using the Google Scholar search engine.

There were a large number of reports, articles and reviews found during the literature search which contained information about BAME and women workforce. However on reading it became clear that many of these documents were not concerned with diversifying the workforce, but with the existing workforce working with diverse communities, collections and cultures. These documents were not included in the review or the report. Only literature and projects which have sought to increase diversity and gender equality in the workforce are included here.

However, it also became apparent that 'diversity' is used as a catch all term, applied not only for ethnicity and gender but also disability, religion, ageism and social mobility. Some of this literature and projects has been included in this report, even though it does not distinguish or classify the subject further than 'diversity', as it the content was assessed as relevant to this report.
The literature used for this report was produced between 2009 and 2018.

All of the information in the literature has been faithfully summarised without analysis or opinion. These 'summaries' cover BAME and gender as set out in the brief. In addition literature about social class has been included as this adds an inter-sectional element to the literature review.

2. Summary of key points

A lot of literature has been produced about diversity and ethnicity, or the lack of this in the record keeping, libraries and museum workforce. However less has been produced about gender equality in the sector. There is also a lack of literature about diversity and volunteers in the sector.

The literature reviewed in this report can be divided into three areas:

- hand wringing – 'something must be done';
- hand washing – 'this is what we have tried';
- DIY – 'this is how you can do it'.

However, none of these approaches have produced any sustained change or significant increase in diversity and gender equality in the record keeping, libraries and museum workforce.

(i) Hand wringing - 'something must be done'

This literature examines the composition of and lack of diversity and gender equality in the workforce, and proposes reasons for this. This literature is found throughout the date range of 2009 – 2018, and is often repetitive in its findings and concerns, which also demonstrates that issues that have been recognised continue to persist over time. The review of these documents show that little progress has been made over the past ten years.

(ii) Hand washing – we've done our bit but the problems persists

This literature examines the results of research or practical diversity and gender equality projects. Although there are some successes reported, it is widely acknowledged throughout the literature that there is so much work to be done for any sustained progress to be made, and new approaches are needed, including greater numbers of opportunities, organisational cultural change and greater and more sustained funding.

(iii) DIY – this is how to do it yourself (with little systemic change or strategic support)

This literature is made up of toolkits and case studies and national initiatives, which support individual organisations increasing the diversity and gender equality of their workforce. Although some of this literature discusses the need to increase diversity and gender equality to meet legal or funding agreement compliance, there is no discussion about sanctions or consequences if compliance is not achieved. Therefore the toolkits largely rely on good will to be implemented and assist the diversification or gender equality of the sector.

3. Results of the literature and project review

96.7% Shades of White	UK
Ka-Ming Pang, University of Roehampton - Libraries	Article
https://www.jisc-collections.ac.uk/UKSG/427/967-shades-of-white/	

- The article discusses the lack of diversity in the UK library workforce, both in staff and senior management
- It is written in response to the CILIP/ARA research which mapped the library and archive workforce, which found that the sector was 96.7% white
- However this has been known for some time, and prompted a report by CILIP in 2009
- The Encompass diversity scheme was also launched however it made no impact and has been largely forgotten
- The economic downturn meant that commitments to the Encompass diversity programme weren't fulfilled
- The author believes that the CILIP/ARA report has several flaws which include
    - the unquestionable need for qualifications in order to be a professional librarian
    - the dismissal of descriptions of racism as 'perceived racism'
- Undertones of xenophobia fuelled by Brexit could also add to an atmosphere where diversity continue to be marginalised
- The 2008 recession and austerity have relegated diversity to 'nice to have'
- The author remarks that CILIP have begun to promote diversity through images of black staff, but however have not increased the diversity of their event and conference speakers, even when these are held to promote 'diversity'
- The author is critical of the lack of progress achieved in the past ten years since
- As only 3.3% of the workforce, BAME library staff are unlikely to be in senior management positions and therefore the wider and white library sector must care enough to make the changes and that other BAME librarians may also refuse to wait for equality to be given to them
- This is can be done by
    - Advocating for more diversity on conference panels, so that different voices can be heard speaking
    - If attending a conference where the speakers are all white, tell the organiser that this is unacceptable
    - If organising a committee, is this all white?
    - Ensure that your BAME members of staff have the opportunity to participate in all of the working groups

Guide to producing Equality Action Objectives and Plans for NPOs - Supporting Materials	UK
Arts Council England – Libraries and Museums	Toolkit
https://www.artscouncil.org.uk/sites/default/files/download-file/Equality%20Action%20Guide%20-%20Supporting%20Materials_0.pdf	

Section 1 – About Stephen Lawrence Consulting
- Not-for-profit consultancy which gifts all profits to the Stephen Lawrence Charitable Trust.
- Works with young people aged 13 to 30 to broaden their view of what's possible.
- Works with organisations to create an environment that is inclusive of people from diverse backgrounds.

Section 2 – The Social Model of Disability
- Disability and d/Deaf rights are not an optional extra – they are human right.
- It is the physical and attitudinal barriers in society – prejudice, lack of access adjustments and systemic exclusion – that disable people.
- In deaf culture: big D small d – association a choice.
- Social model of disability   based on the principle that disability is caused by the way society is organised, rather than by a person's impairment or difference.
- Emphasis is on what needs to be done to identify and remove barriers.
- The Equality Act 2010 implicitly recognises the social model of disability through its requirement that changes or adjustments.
- 4 per cent of the workforce self-defined as disabled compared to an average in the working age population of 19 per cent.
- The social shifts the responsibility onto organisations to take action.
- Not all impairments are visible - the Arts Council's approach is based on people self-defining as disabled and promoting the social model of disability.
- Think beyond labels; don't make assumptions; check the culture in your organisation.
- There are legal duties for service providers and employers
- People's needs and their support needs change.
- Identify funds needed and seek support e.g. from JobCentre Plus' Access to Work
- Think beyond representation, collect data regularly and review how you use language in recruiting.

Section 3 – Requirements of the Creative Case for Diversity at a Glance
- Band 1 organisations are required to contribute to the Arts Council's goals 1, 2 and 5 where appropriate. Must submit a 1 yr. business plan with SMART objectives, including contribution to the Creative Case for Diversity; how board reflects the diversity of the audiences; how you plan to diversify your workforce.
- Band 2 organisations submit a 3-year business plan with SMART objectives; all Band 2 organisations rated 'strong' against the Creative Case for Diversity by 2021; board has the necessary skills and experience; by Dec. 2021 board reflects the diversity of the audiences and communities worked with; diversify your workforce.
- Band 3 organisations required to contribute to all five of the Arts Council's goals; 4 year business plan with SMART objectives; all Band 3 organisations rated 'strong' against the Creative Case for Diversity by 2021; include equality action plan; diversify your workforce; required to provide specific support to other National Portfolio Organisations regarding the Creative Case for Diversity.
- Sector Support organisations to submit 3 yr. business plan and equality action plan.

Section 4 – Case Studies

- 4.1 Responding to the Creative Case for Diversity (CCD). Details initiatives run by: Effervescent: An exhibition devised and commissioned by young people; Contact: Involving young people in programming; Artsadmin: Supporting the development of new and emerging artists; DASH: Supporting the development of disabled visual artists; Middlesbrough Institute of Modern Art: An exhibition responding to public concerns about migration; Third Angel: Supporting artists from diverse backgrounds. Demonstrates how each of these organisations and their initiatives responded to the CCD variously by enabling young people to create and curate their art, by assisting with programming, by supporting the development of disabled visual artists and by exploring the theme of migration.

- 4.2 Reaching Diverse Audiences. Details how orgs targeted work with the audiences they are trying to reach, so that they feel safe and confident to be there. Includes details of work by DaDaFest, The Crafts Council, People Express, 20-21 Visual Arts Centre, Motionhouse and English National Ballet. Demonstates how each of these organisations reached out to diverse groups including young people with disabilities, the over 55s, those living in most economically-deprived wards, vulnerable adults and the unemployed.

- 4.3 Recruiting and retaining a diverse workforce. Details the approaches of Contact, the NCVO and Unlimited showing how inclusive interview panels, considered use of language, design of application forms and collection of diversity data help to ensure applicants are not excluded unnecessarily.

- 4.4 Building boards that lead on equality and diversity. Details how Phoenix Dance Theatre, Liverpool Arts Regeneration Consortium and Contact addressed this challenge by variously: targeted email campaigns, social media an staff consultation and developing closer working relationships with partner organisations

- 4.5 Further examples from other organisations including: 20-21, Opera North and People Express

Section 5 – Example material and Templates

- 5.1 Gives example of Equality action plan template.
- 5.2 Details information to be included in each section with ref. to opera north.

Section 6 - Useful Links and Resources

- Details organisations and gives links to their websites that can help and support work on what has been discussed in the previous 5 sections.

Section 7 – Glossary

- Provides a glossary of language, terms and legal definitions used in discussing and writing about diversity.

Section 8 – Volunteers

- Discusses recruiting volunteers from diverse backgrounds and sets out strategies for successfully accomplishing this including understanding communities worked with, accessibility of recruitment process to people from diverse backgrounds and understanding, experience of volunteers once they have joined the organisation.

Guide to producing Equality Action objectives and plans in NPOs	UK
Arts Council England – Libraries and Museums	Toolkit
https://www.artscouncil.org.uk/sites/default/files/download-file/Equality%20Action%20Guide%20-%20Supporting%20Materials_0.pdf	

Recruiting and retaining a diverse workforce – 6.1

Why do it?
- The need to diversify the workforce
- There are few disabled employees in the Arts Council and few BAME in senior leadership positions
- ACE wants a workforce which reflects society and develop clear entry routes for all

Benefits of diversifying the workforce
- Improves the performance and sustainability of the organisation
- Ensures that the best people are attracted to join the workforce
- Increases the organisations agility
- Introduces innovative ways of thinking
- Promotes better audience engagement
- NPOs must demonstrate that the leadership and workforce in the arts, museums and libraries are diverse and appropriately skilled (GOAL 4)
- In all organisations funded by ACE, the diversity of the country must be reflected

How to do it
- ACE has an action plan for NPOs
- Best practise is shared through a number of case studies (Royal Mail, St. Mungo's)
- This paper also provides a link to information and practical guidance about unconscious bias available on the *acas* site
- Unconscious bias is universal, but can be overcome. However if left unchallenged it can be damaging and negatively influence recruitment, promotion and staff development
- Volunteers are also a way of increasing diversity and pathways into employment and provide experience

Staff retention
- Retaining a diverse workforce is equally important
- Good employment practises are need to retain and develop staff
- NPOs are also expected reflect the demographic makeup of their region
- Information about the diversity of the workforce should be drawn from a variety of sources, including from staff surveys
- Effective staff monitoring and recruitment practises need to be in place and part of their diversity plans

Equality, Diversity and Inclusion Action Plan 2016 - 2019	UK
Glasgow Women's Library - Libraries	Project report
https://womenslibrary.org.uk/gwl_wp/wp-content/uploads/2017/11/Progress-Tracked-Equality-Diversity-and-Inclusion-Action-Plan-Updated-October-2017.pdf	

Overview of the Equality, Diversity and Inclusion Action Plan:
- GWL's vision: women's contributions are fully recognised
- GWL's objective: eradicating the gender gap in Scotland
- GWL's core values: empowering women, addressing inequalities, valuing all women, and promoting learning, diversity and inclusivity, openness and respect

- GWL's aims:
  - educate and inform the general public
  - enable women to access learning, resources and services
  - pioneer new ideas and act as a catalyst for change
  - allow women to achieve financial independence

Characteristics of the GWL, broken down by:
Age, disability, ethnicity, religion, sexual orientation, gender, maternity, marital status, demographic data

Priorities of the Action Plan:
- Events, collections and projects aimed at specific groups, including a lifelong learning project aimed at BME women
- daily ESOL classes
- the regular production of an LGBTQIA Zine 'Hens Tae Watch Oot Fur', produced by GWL's in house group
- the housing of the UK national Lesbian Archives and several collections relating to groups with Protected Characteristics across the Equality, Diversity and Inclusivity spectrum
- provision of an Adult Literacy project
- projects aimed at expanding horizons and increasing the cultural and social capital of women for example 'Seeing Things' and 'Young Critics'
- A further newly funded inclusive community project with the Lesbian Archive collection at its core was due to come on stream in May 2016.

Three group sessions were held for stakeholders to determine objectives
SWOT analysis
- Strengths : good practice; links with other organisations and communities; creativity; knowledge of community languages; delivery of services; inclusivity; self-monitoring; use of technology
- Weaknesses **:** limited access to more complex services and facilities
- Opportunities: potential for GWL to secure Intellectual Property Rights on its materials; new migrant communities; GWL could act as a 'thought leader'
- Threats : provision may be undermined by funding cuts; post-Brexit impact on human rights

Objectives of the action plan
- Maximise Equality, Diversity and Inclusion (EDI):
- Deliver bi-annual 'This is Who We Are' training to personnel (ongoing)

Risk of staff shortages, resulting in training not being delivered, can be mitigated by ensuring a 'bank' of staff are available to deliver the training

- Deliver Hate Crime training to personnel (achieved)
- Aim to deliver EDI training to external agencies (ongoing)
  Risk of too few/too many participants can be mitigated by managing   expectations and encourage involvement
- Recruit one young woman to the Board of Directors (achieved)
- o Risk of too many young women wishing to join the Board can again be mitigated by managing expectations
- Ensure external partners understand and support GWL's EDI commitments:
- Deliver EDI training to three external organisations (achieved)
  Risk of lack of take-up to be mitigated by using networks to promote EDI training and recruit volunteers to cope with overwhelming take-up
- Increase participation of local women in Artistic Programme, Learning Projects and Collections Development (AP, LP and CD):
- Meet with three key community partners (achieved - with 15, rather than just 3)
- Devise two creative outreach activities (ongoing)
  Risk of cuts in community group funding mitigated by strengthening links with existing grass roots partners
- o Increase number of disabled women in AP, LP and CD:
- o Seek advice from partner organisations (achieved)
- o Start a writing competition for women with learning difficulties (achieved)
- o Women with learning disabilities struggled with GWL's events programme and website; material was modified to make it as accessible as possible
- o Subtitle 50% of GWL-screened films for deaf audiences (ongoing)
- o Hold four deaf/blind-targeted events by end of 2018 (ongoing)
- o Increase participation of BME women in AP, LP and CD:
- o Organise two ESOL activities per term (ongoing)
- o Instigate a network/project aimed at BME women creatives (achieved)
- o Deliver eight events for BME women creatives by end of 2018 (achieved)
- o House 100-150 community language books by end of 2017 (ongoing)

Collecting Data and Benchmarking:
- Methods of data capture currently used: recording the uptake, retention and levels of participation at all events and activities
- Use of CiviCRM Monitoring and Evaluation tool 'Library Out Loud', a depository used by all staff to input quantitative and qualitative Monitoring and Evaluation data gathered from each event and day-to-day visits, activities and enquiries to GWL
- EMonitoring and Evaluation forms capturing feedback and data after each event; group and individual verbal feedback; Social Networking - blogs, email, Twitter, Facebook and website feedback; third party feedback (e.g. from partners with whom we work); photo and video recordings of events; Visitors' Book; Tracking Borrowers' Numbers, data and trends; case studies; one-to-one meetings with volunteers; staff supervision
- Use of collected data to accurately review performance using feedback from users, learners, audiences, visitors and volunteers, and assess this against the targets and milestones set

Appendix 1
Lists of staff attending Consultation and Participation Sessions during 2016

Initiative to recruit a diverse workforce (IDRW)	USA
Association of Research Librarians	Article

https://www.arl.org/focus-areas/diversity-equity-and-inclusion/initiative-to-recruit-a-diverse-workforce-irdw#.XAVndIXXKCs

ARL and the advance of Diversity, Inclusion and Equality.

- The Association of Research Libraries (ARL) has been seeking to address institutional racism and oppressive practices on university campuses across the USA and Canada.
- Diversity and inclusion are core values in the association.

The ARL has been running the IRDW since 2000, and attracts participants from traditionally under-represented groups. The programme receives funding from a fund created by 50 ARL libraries to develop and support this important area. The programme has also received $1.4m from the Institute of Museum and Library Services.

Data collected by the ARL shows that there are significantly low levels of diversity in the academic libraries and archive workforce.

ARL research has identified the benefits to organisations of diversity, which can be seen in the quality of decision making, problem solving, and of providing higher customer satisfaction.
The IRDW is diversifying the workforce by providing funding for Diversity Scholarships, which provide access to Masters degrees and additional support such as mentorship, leadership training and CPD. Also a stipend of $10 000. Internships in academic libraries are provided through a partnership with between ARL and EBSCO where practical experience as well as the formal Masters qualification.

The IRWD has been extremely successful. Since over 200 participants have been recruited with retention rates of 90%, and most are employed in ARL libraries.

Character Matters: Attitudes, behaviours and skills in the UK Museum Workforce	UK
Arts Council England	Research report
https://www.artscouncil.org.uk/sites/default/files/download-file/Character_Matters_UK_Museum_Workforce_full_report.pdf	

This is an extremely detailed and comprehensive report about the museum sector workforce, looking at the skills need of the sector, and the characteristics and attitudes of the current workforce captured from a workforce survey. The aim of the report is to identify the behaviours and characteristics needed for the museum workforce in the next 10 years, and make recommendations to ensure that these are available for the sector.

The report considers:

- Recruitment
- Skills and knowledge
- Training and CPD
- Organisational development
- Sector development
- Individual attributes and qualities of museum workers
- Non-cognitive skills and competencies

The report analyses data gathered from a literature review and online survey.
However there is little information about diversity in the report. What is discussed is contained in sections which refer to 'workforce composition'.

(p12) The report states that the lack of diversity in the museum workforce in all respects (ethnicity, disability, education) is widely recognised. The only positive diversity factor are the gender levels in the sector, which are high.

(p26) The results of the online survey confirm the low levels of diversity in the workforce.

92% of the workforce are white, higher than levels in the general population of 84%.
Only 5% of the workforce identified as disabled, compared to 14% in the general population.

72% of the workforce are women, and only 12% men.

The museum workforce has a higher level of self-identification as gay at 15%, higher than in the wider population which is 8%.

Contained within the report recommendations
- (p51) recommends that the sector finds ways to promote careers in museums, to attract talented people to join the workforce.
- In addition, new and more innovative recruitment practises and standardisation in posts and salaries across the sector.
- More entry routes including traineeships and apprenticeships should be developed. The report also recommends that the sector bodies, such as CC Skills have a role to play in helping the sector to make these changes.

(p65) **Sector Development**

Current employment conditions such as pay freezes and lack of progression opportunities, are making some museum workers feel stuck with poor prospects.

- The achievement and successes of the sector should be more widely celebrated.
- The sector should continue to receive pressure to diversify.
- Currently the workforce is mainly white, female and highly educated and heterosexual.
- More work needs to be done to attract talented people from all sections of society, including from different socio-economic backgrounds.
- Target should reflect local demographics.
- The report recommends that sector bodies and employers use the widest definition of diversity, and work in this area should be evaluated and shared.
- Funding bodies should also support diversity by adding a diversity performance measure where possible such as
    - Number of apprenticeships
    - School and college engagement
    - Work experience placements offered

(p67) Recruitment best practise
- The London Transport Museums' apprenticeship planning tool gives comprehensive information needed for planning and hosting apprenticeships
- The Next Steps Initiative and Glasgow Life have developed a bespoke heritage traineeship which aims to increase engagement and understanding of the African and BAME community in the city.

Equalities and Diversity Action Plan - Review of progress	UK
CILIP	Report
https://cdn.ymaws.com/www.cilip.org.uk/resource/resmgr/cilip/research/Equalities/equalities_and_diversity_act.pdf	

- CILIP committed to 'creating, implementing, monitoring and improving' an action plan for furthering and increasing diversity within the organisation. The Action plan was launched on 31st July 2017.
- The plan constituted 5 strands, one of which was titled 'Diversity and the Profession'.
- The other 4 areas were: 'CILIP as an organisation', 'Diversity & the membership', 'Celebrating diversity' and 'Diverse and inclusive library, information and knowledge services'
- Plan included long term goals (to be achieved by 2020) and shorter term goals, which CILIP has termed 'Quick Wins', which were areas to be tackled or improved in 2017
- Unfortunately a number of factors (leadership team in abeyance, shift of focus to implementation of YM (Your Membership) initiative, significant changes to the long term diversity Action Plan) mean that less progress has been made on 'Quick Wins' as had been originally planned and reviews of longer term goals are needed

Summary of progress - QUICK WINS
- 3 areas of focus were identified for 'Diversity in the profession' as short term goals, or 'Quick Wins'. In the CILIP Diversity Action Plan progress report document, 1 of these 3 areas is highlighted in red, reserved for 'actions that are outstanding or require review in light of the [mitigating circumstances and setbacks which I have listed above]'

Summary of progress for each of the 3 areas:
- Develop an Equalities and Diversity pledge and seek endorsement from other sector bodies - responsibility of SMT, YM & GD; to be achieved by Quarter 3 2017: 'Delayed until Q1 2018. YM and GD to draft a framework for the pledge'
- Embed equalities and diversity in the Public Libraries Skills Strategy to provide a clear statement of commitment to improving equalities and diversity and representation across the profession - responsibility of MP; to be achieved by Quarter 3 2017: 'Achieved: aim 2 of the PLSS directly relates to diversity and equalities, and recommendation 2.1 references work with Ethics Committee to develop a diversity and equality plan'
- Explore securing funding from the Women into Leadership part of the Public Libraries Workforce Development work - responsibility of NP; to be achieved by Quarter 3 2017: 'Completed'

Summary of progress - LONGER TERM GOALS
- 6 areas of focus were identified for 'Diversity in the profession' as 'longer term goals'. In the CILIP Diversity Action Plan progress report document, 4 of these 6 areas are highlighted in red, reserved for 'actions that are outstanding or require review in light of the [mitigating circumstances and setbacks which I have listed above]'

- **Summary of progress for each of the 6 areas:**
  Note: N/A in this case means no additional information provided as to progress in CILIP report. However, if the action is highlighted red then the action is outstanding or requires review.

- Work to improve the quality and attractiveness of universally-available careers information relating to the profession - responsibility of LSB and MT; to be worked towards from 2018: 'LSB thinks this should be achievable by Q2 2018'
- Embed equalities and diversity in the design phase for the Workforce Strategy to provide a clear statement of commitment to improving diversity and representation across the profession - responsibility of SBE, MP; to be achieved by 2018: N/A
- Subject to funding, implement the Women into Leadership part of the Public Libraries Workforce Development work - responsibility of SMT, MP; to be achieved by 2018: N/A
- Embed equalities and diversity in the design phase for the UK Information Skills Strategy to provide a clear statement of commitment to improving diversity and representation across the profession - responsibility of SBE; to be achieved by 2018: 'Commence in 2019'
- Identify and target structural barriers to inclusion through positive action, with specific emphasis on Age, Ethnicity & Gender - responsibility of SMT; scoping documents/landscape reports in 2019: N/A
- Consider effective actions to make Professional Registration and recognition more accessible and attractive to a wider audience - responsibility of LSB, MP; to be achieved by 2018: 'Relates to action 30 [CILIP's action 30 is number 2 in this list: 'Embed equalities and diversity in the design phase for the Workforce Strategy']. Will be considered as part of a review of professionalism.'

Decentring Qualification: A Radical Examination of Archival Employment Possibilities	UK
Kirsty Fife and Hannah Louise Henthorn - Archives	Academic paper
http://www.academia.edu/31768401/Decentring_Qualification_A_Radical_Examination_of_Archival_Employment_Possibilities	

This was originally a presentation at Radical Voices conference, Senate House on 3rd March 2017

The speakers introduce themselves as Kirsty Fife, the Curator of Library and Archives at the National Media Museum in Bradford, and Hannah Henthorn, a student at the University of Dundee, who is studying Archives and Records Management. Both speakers identify diversity in archives as personally important to them:

Kirsty: 'I'm a working class queer woman and I accessed the archive profession through scholarship funding at UCL.'

Hannah: 'I'm a queer disabled woman, and was only able to access my diploma programme by receiving a bursary from the National Archives.'

'This talk examines the current climate for qualification as an archivist from the perspective of two marginalised people. The two of us have had many informal discussions about our experiences of negotiating the structural oppression in the sector, and we wanted to begin working together to articulate both our and other marginalised archive workers' experience in a more formal way [...] In this talk we will start by discussing existing scholarship and schemes to encourage diversity in the archive sector. We will then each talk about our own experience of qualification. We will conclude by proposing some forward steps for the sector to consider, and by launching the next phase of this research work.'

Context and Existing Scholarship

ARA in association with CILIP have identified the following problems in the workforce with regards to diversity:

- Men earning more than women, and a lack of women in leadership roles despite women otherwise far outnumbering men in the archive sector.
- A larger proportion of the archive workforce are white than across other sectors (96.7% compared with 85.7% in the whole UK workforce)
- A smaller proportion of people with disabilities employed in the sector - 15.9% with long term health issues (compared to 18.1% in the UK workforce).

There are aspects of the workforce which are not surveyed in ARA and CILIP's research - 'for instance, there is no information about anyone with gender identities other than male or female. There is no data about sexuality in the report. However the demographics that have been reported on indicate a substantial lack of diversity in the archive workforce.'

'This lack of workforce diversity means that we are often managing the records of marginalised groups without experience or knowledge of their cultures and communities.'

The presentation identifies past and current initiatives and committees (in the UK and the US) to improve diversity in the archives sector, including:

- In late 2016 and early 2017, the National Archives began consulting about creating a "diverse, flexible and skilled workforce", which was defined as an emerging priority for the sector's future development.
- 'In 2010 the National Archives itself proposed an action plan to address their equality and diversity commitments, including developing internal internship guidance and using diversity networks within the media to advertise traineeships.'
- 'In the late 70s and early 80s the Society of American Archivists (SAA), together with the American Association for State and Local History, and the American
  - Association/Alliance of Museums, formed a joint committee to address the problems of minimal minority recruitment.'
- Alongside this was the establishment of the Archivists and Archives of Colour Roundtable, in 1987, which aims to "identify and address" concerns facing minorities within the archival profession.
- The establishment of the Native American Archives Roundtable in 2005.
- The establishment of the Latin American & Caribbean Cultural Heritage Archives Roundtable in 2008.
- 'The SAA have established various scholarships in recent years to support students of a minority background. Kathryn M Neal, in 1996, circulated a survey to archivists of colour in the United States, looking at their entry into the profession and their background.'
- 'Between 2005 and 2008, the University College of London and The National Archives ran a joint diversity internship scheme, combining a year of study with a year of work - an opportunity created specifically to help ethnic minority students enter the profession.'
- 'Diversity Education Bursaries and Transforming Archives traineeships delivered by the National Archives, as well as pre-qualification traineeships run by a number of large archive organisations.'

Kirsty and Hannah state that they have 'both have accessed funding towards postgraduate study through some of these schemes' (Hannah accessed a Diversity Education Bursary from the National Archives and Kirsty received scholarship funding at UCL), and speak about their experiences.

Moving forward:

Kirsty and Hannah identify a number of areas to be improved in terms of diversity in the archives and records workforce. These include:

- "Changing personal specifications so that the MA is not mandatory ("or equivalent professional experience").
- Changing funding criteria for scholarships and traineeships to include support for part time and distance learning applicants.
- Providing more support after traineeships end.

- Adapting our traineeships to incorporate funding for study (alongside part time work perhaps).
- Using our qualification (if you have it) to disperse our knowledge and skills (about things like cataloguing, preservation, packaging, collections management and development, and digital preservation particularly) to those who need it. If you don't have the time to do this, your institution might have space you can provide to groups who can."

Of Inequality Regimes, White Privilege and Structural Racism – The Musings of a Corporate Monkey	UK
DILON (Diversity in Libraries of the North) - Libraries	Article

https://libdiverse.wordpress.com/2018/07/31/of-inequality-regimes-white-privilege-and-structural-racism-the-musings-of-a-corporate-monkey

- This paper examines *critical race theory* and *white privilege* (Charnmooth and Dawson, 2017).
- Also provided are a list of definitions for this work such as
    - Black
    - Race
    - ethnicity
    - equality regimes
    - white privilege
- **White privilege**
    - this is a centuries old tool to preserve white power constructs
    - exercised by the denial of positive characteristics of Black people, (e.g. uncivilised, aggressive etc.)
    - supported by inequality regimes
    - these rules have been constructed over centuries
- **Inequality regimes**
    - the central aim of inequality regimes are to preserve white privilege
    - inequality regimes control access influence, power and rewards within and outside the inequality regime
    - this is to ensure that only those people who support the inequality regime can enjoy its benefits
    - Two control mechanisms exist within the inequality regime
    - 1st control mechanism - legitimises inequality as a natural state
    - 2nd control mechanism – control and compliance which means that individuals are expected to conform
    - In order to prosper, it is necessary to defend and promote the control mechanism
- **Structural racism**
    - this is particularly prevalent in the corporate world
    - this involves denial of anything to do with Black identity, ethnicity or religion
    - ethnicity is complex but essential to Black identity
    - other aspects of Black culture which are not sees as conforming to 'appropriate corporate behaviour' thus Black people are unable to progress in the corporate world
    - These 'inappropriate behaviour codes' ensure that white privilege is reinforced
    - structural racism is justified because the existing systems are seen as supporting organisational discipline and success

Paper concludes
- Despite a myriad of programmes, levels of Black people in senior leadership remains low. Some positives can be drawn from this – this could mean that Black people themselves are unwilling to participate in inequality regimes, or support structural racism. Therefore the lack of Black leaders demonstrates that the equality regime is working well.

- **Solutions -** this is an issue which cannot be solved by Black people themselves. Some solutions could be:
    - Organisational change
    - Black identity should be included in leadership training programmes
    - New organisational policies are needed to support Black development
- For Black professionals attempting to advance means it is essential to recognise and accept the inequality regime
- It is impossible to beat the system
- It is only possible to rise up and fight the inequality regime and destroy structural racism
- Inequality regimes

The Impact of the Diversify scheme on participants' careers 1998 – 2011	UK
Maurice Davis and Lucy Shaw, Museums Association - Museums	Project Report
https://www.museumsassociation.org/download?id=624355	

Aim of Diversify – to increase the accessibility of museum careers to BAME people, which would lead to applications to mid and senior level museum posts.

Key points
- The report claims that the scheme was successful and provides the following statistics (N.B. these figures date from 2011):
- Of those who participated: 98% felt that participating in the scheme was important or very important; 90% of participants gaining employment in museums; 74% of those gained long term employed in the sector; 61% of participants are working in museum management
- Over 110 BAME trainees participated in the scheme

Introduction
- The Diversify programme was a positive action programme run by the Museums Association between 1998 and 2001
- Its aims were to provide a route to museum qualification and management careers for the BAME community
- During the programme the aims were widened to provide entry routes increase disabled and lower income participants

Development of the Diversify scheme
- In 1993 the Museums Journal reported that there level of diversification in museum management was exceptionally low
- In response the Museums Association Diversify in 1998 with funding from the MA, University of Leicester and Nottingham Museums, the Paul Hamlyn Foundation and Birmingham Museum and Art Gallery
- The participants undertook a museums Master's degree and work based training over 1-2 years
- MLA's Renaissance in the Regions programme (later Renaissance) became a major funder of the programme which has received almost £1m by the time the programme ended in 2011
- The Museums Association offered support workshops (networking, mentoring, workshops and the Diversify toolkit)to the trainee and the host museum
- However progress was extremely it was thought that it would take decades to have any real effect (David Lammy MP, 2006)
- As a result the Museums Association introduced management level traineeships for those BAME trainees who already had management experience, traineeships for disabled.

The growth of Diversify
- In 2008, the MA developed the Bill Kirby traineeships for deaf and disabled applicants
- Some funding came from the Museums and Galleries Disability Association
- The MA also develop a work based entry level traineeship for people from low income backgrounds
- A further programme, Next Steps, was developed for BAME and disabled museum who were already working in the sector

Views from the BAME participants

N.B. The report here raises a health warning about the reliability of the data

- Views from BAME participants which are used in this report, were gathered through an online survey
- Of the 110 trainees 43 responded
- Demographics – majority of BAME trainees had the same background as workers in the general population of museum worker and were under 30, female and a humanities graduate (only 3 of the 110 trainees had no degree).
- Ethnicity of respondents
  - Asian and mixed Asian heritage 35%
  - Black and mixed Black heritage 28%
  - Chinese and mixed Chinese 23%
  - Other heritage 14%
  - 44% of trainees accepted a bursary to support their MA studies
  - 47% accepted a two year paid placement and part time MA studies
  - 2% an NVQ based qualification
  - 7% a work based management traineeship
  - 75 % of respondents found employment within 6 months of finishing the course
- Diversify removed the necessity for previous work experience in museums which most entry routes required, with 70% having no previous museum experience
- The report port provides quotations taken from the personal testimonies of participants about their satisfaction with the programme. Most are extremely positive, although one or two describe the challenges which have been encountered since completing their traineeships
- Diversify exposed new people to museums
- The final 2010 - 2011 trainees were from low income backgrounds. This scheme was oversubscribed (200 applicants for 6 places).
- However of the four respondents from this scheme, all had first degrees
- All four were pleased that they had taken part in the scheme

Career progression

- 60% of Diversify trainees who responded to the survey are working in museum management or working in roles with potential progression to museum management
- Both bursary and work-based trainees experienced the same career progression prospects
- However the traineeships had a greater impact on the host organisation

Conclusion

- Diversify achieved its aims in creating a dedicated cohort of diverse professionals in the museum sector. However the report acknowledges that whilst this is not enough to make a fundamental shift in the sector, the impact is intended to be felt over time.
- It is believed that Diversify changed the thinking of existing museum staff and their views of people from different backgrounds.
- But there remains 'an enormous amount to do'

Gender, technologies and libraries	UK
Melissa Lamont - Libraries	Description
https://ejournals.bc.edu/ojs/index.php/ital/article/viewFile/3221/2834	

Despite the large number of women employed in libraries, most IT professionals in library services are men. The article examines the impact of this on organisations, and the pay and careers of women librarians.

- Despite the high number of women employed in libraries, the number employed in IT is very low
- If more women were employed, a more diverse range of services would be produced which would better meet users
- The report seeks to examine the reasons why so few women are employed in IT
- The reasons are complex

Abilities and perceptions
- Libraries environments have a high level of IT
- All staff have IT skills to some degree
- Libraries are also hierarchical and where an occupation is placed in the organisation denotes status, pay and seniority
- Although the work of librarians and IT are similar, they are treated very differently
- Staff who are technologically proficient in the library or outside are not considered as part of the library staff, even though they may be working at the same level
- Because IT skills are highly valued, it is assumed that those doing this work are more valuable than library staff
- Many aspects of librarianship has become reclassified as information science (e.g. cataloguing is now called metadata)
- This change has also seen a corresponding increase in salary between librarian and roles classified as information science (from $39 580 to $48 413)
- The report states that one of the reasons for the disparity between librarians and IT/information scientists is occupational segregation
- Occupational segregation occurs when roles with similar educational requirements but different titles, are treated differently in the organisation.
- In libraries this segregation divides as traditional library roles and IT
- This is also a segregation along gender lines, as most library staff are women and most IT workers are men
- This is exacerbated by the fact that women do not self-define technology workers
- The report then goes on to discuss the perception of IT workers and how this perpetuates the occupational segregation
- These characteristics include a high commitment level to work, often leading to overtime and weekend working at short notice, which assumes that they do not have to make a significant contribution to home and family
- In Western culture the computing industry is linked to masculinity and power
- As the levels of women involved in IT increases, the value of the roles and their skills decrease, as women's work is perceived as semi-skilled
- The report also discusses the subtle discrimination and sexism that deters women from entering the IT sector
- These are subtle, (such as the exclusion from informal networks and social occasions) difficult to recognise and therefore to address and remedy

- However, the lack of women in IT roles in libraries perpetuates the male only perception of the roles

Conclusion
- The under-representation of the women in library IT roles could be solved by providing greater educational and mentoring opportunities for girls
- Also economic incentives to help retain women in mid-career
- However there are additional negative influences at play
- Over time the occupational segregation must end and the roles merge, if a dynamic and creative workforce is to be developed

How to find and grow diverse talent?	UK
Arts Council – Libraries and Museums	Cultural Change Guide

- The guide focuses on developing outreach opportunities and relationships with communities and schools to promote a career in the cultural sector
- Promote culture as sustainable career to new entrants and those wishing to change careers
- Develop paid internships and other accessible entry routes
- Publish your commitment to diversity

Barriers to overcome:
- Lack of role models
- Poor community engagement
- Poor pay and conditions (especially to start)
- Lack of understanding of the needs of a diverse workforce
- Lack of understanding of the needs of unconscious bias
- Unpaid internships and volunteering expectations
- Lack of aspiration
- Qualifications

The guide then presents best practise case studies from:
- Creative and Cultural Skills
- Heart n Soul People Skills
- Arts Emergency Mentoring Scheme
- Law Society Diversity Access Scheme

The guide ends with step by step guides to developing apprenticeships, internships and work experience opportunities.

Museum Detox Blog	UK
Museum Detox	Blog
https://museumdetox.wordpress.com/blog/	
Museum Detox is a networking group in the form of a website and ongoing blog with various types of content and posts. Museum Detox can also be found on Twitter and Instagram (@MuseumDetox). 'We're a group of BAME museum professionals, here to voice our opinions and share our experiences within the cultural sector.' Content from Museum Detox includes: - Video blog posts on white privilege as it relates to the museums sector - Reviews of lectures and artist talks with a BAME focus - Information about conferences and events organised by Museum Detox It appears that Museum Detox is a multi-faceted, volunteer-run and participatory organisation and that the blog and social media accounts act as a platform for announcements, information and content - and as a way to connect members and interested parties. The blog is a live document which should be consulted regularly for updates.	

Panic! It's an arts emergency - Social Class, Taste and Inequalities in the Creative Industries	UK
Brook, O'Brien and Taylor, Create London Cultural Sector	Report
http://createlondon.org/wp-content/uploads/2018/04/Panic-Social-Class-Taste-and-Inequalities-in-the-Creative-Industries1.pdf	

Although much has been written about the lack of diversity and social mobility in the creative industries, the scale of inequalities is often under-estimated. The Panic project has come from AHRC funded research undertaken by Sheffield and Edinburgh universities. The project is led by Create London in partnership with the Barbican and Arts Emergency.

The report looks at:
- attitudes and values of creative industry workers
- Their cultural attendance
- Social mobility in cultural occupations
- Demography of the workforce
- Interview data
- The report takes an intersectional approach to social class and inequalities which takes in race and gender to look at the combined impact of this

The perceptions of the existence of a meritocracy:
- The sector is socially homogenous
- There is a belief that progress is made by hard work and talent, social class, race and gender are less important
- However this raises questions of accessibility to the sector in the first place
- This misbelief in meritocracy also maps to broader social inequalities

How the working class continues to be excluded:
- The reality of those in the workforce does not match the ideals and beliefs of the sector
- It demonstrated that the meritocracy which is supposed to support diversity does not exist
- There are a complex mix of reasons for this, but this includes
  - unpaid internships
  - homogenous values and attitudes of those already working in the sector

Unpaid work in the arts:
- Unpaid work is 'endemic' across the cultural sector
- The belief is that the arts don't pay
- This is socially divisive
- Unpaid work is a barrier to getting on in the cultural sector
- However this is not unique to the arts

Attitudes, Values and Taste:
- Cultural workers have attitudes, values and tastes which differ greatly from the general population
- The British Social Attitudes survey (BSA) shows that the sector is extremely liberal and left wing

- Together with the socially homogenous workforce shows a 'creative class' which is very different to the rest of society
- American research shows that finding work can be a process of 'cultural matching' rather than talent recognition
- This also presents the problem of how this small, homogenous group can create culture accurately reflects the audiences who consume it?

'Somewhat saddened, but not particularly surprised': Investigating CILIP's Workforce Mapping survey results, Librarians' responses to it, and perceptions of diversity in the Library and Information sector.	UK
Sarah Arkle – Libraries	Dissertation, M.A. in Librarianship, University of Sheffield

Introduction and context
- o The dissertation examines the lack of diversity in the UK Library and Information workforce, and aims to obtain a clearer picture of diversity levels in the workforce
- o It provides an analysis of data from CILIP's 2015 'Mapping the Workforce' survey, in collaboration with Edinburgh Napier University and the Archives and Records Association (ARA) confirmed a lack of diversity
- o This exposed a disconnect between this and CILIP's diversity statement
- o The dissertation will explore responses to these findings using the IFLA/UNESCO, and Aloi, 2014 definition of diversity

Research Aims and Objectives
- o Aim - examine diversity in the UK library and information workforce
- o Objectives are to investigate the CILIP workforce mapping survey, responses from information professionals and the perceptions of workers in the sector and
- o factors affecting the recruitment

Findings and discussion: CILIP's workforce mapping survey
- o Workforce mapping diversity findings presented a breakdown of the library workforce by ethnicity, gender, sexuality and disability which found a significant level of cultural homogeneity
- o The exemption sexuality where levels in the profession mirror the wider population

Findings and discussion: librarians' responses to the workforce mapping survey results
- o Key Themes emerging:
- o the workforce and profession would improve if it were more diverse and more needs to be done to promote the profession to BAME communities
- o Diversity is far deeper than only gender, or race
- o CILIP did not refer to sexuality or disability in the executive summary
- o some participants were surprised by the lack of ethnic diversity
- o concerned that women are still not achieving equality of opportunities, wages or access to CPD
- o Socio-economic barriers continue to have a negative impact
- o CILIP doesn't actively promote diversity, e.g. grants for professional qualifications or provide crèches at CILIP events

- o Key themes emerging from 1:1 interviews
- o perception by some that the profession is old-fashioned and no longer viable
- o the 'whiteness' of the profession may be off-putting to diverse candidates
- o Recruitment processes in librarianship, including unconscious bias, are hindering diversity
- o fewer jobs as the number of libraries decrease

- The author describes three stages of choosing and developing a career as the formative, entry and latter stages
- The formative stage (how a person's perceptions of the profession shape their view of the career as an option for them). These perceptions include that social class shapes library experience, and that librarians are middle class white women (reinforced in the professional literature)
- The entry stage (trying to forge a career in librarianship). At this stage candidates librarians encounter barriers such as the lack of funding support for qualifications complicated entry routes and the absence of a meritocracy in the profession
- The latter stage (how these issues are perpetuated by culture). At this stage it becomes apparent that those established in the sector for a long time maintain the status quo through unconscious bias, a lack of will to increase diversity, a general lack of awareness about diversity issues

Conclusions and recommendations

Workforce mapping:
- That there is a serious diversity problem
- The profession is generally made up of a culturally homogenous group of white, able bodied and middle class individuals
- Current members of the UK information workforce feel that there is a significant issue with diversity in the library and information field
- Respondents felt particularly strongly that more needs to be done to support women in the profession
- Need to see greater advocacy and representation for LGBT, non-binary, neuro-divergent and working class professionals in future data collection initiatives
- A lack of general awareness of how people get into library work
- The author recommends further study

Recommendations for CILIP

- That CILIP undertake their own investigation into the causes of diversity issues in the profession
- That CILIP prioritise advocating for the women who make up the majority of the profession
- That CILIP review their position on the need for a professional qualification and professional registration as long *as the costs of these remain a barrier to accessing the profession*

Recommendations for employers

- Address the glass ceiling which limits the women who make up the majority of the workforce
- Be aware of the possibility of the unconscious bias phenomenon in interviews
- Review their position on which roles truly need a professional qualification

Recommendations for the profession

- Consider establishing a union specifically for the library and information sector

The Museum of Them and Us	UK
Samantha Evans PhD project, Birkbeck (Uni. of London) – Museums	Blog

https://museumofthemandus.files.wordpress.com/2018/01/sam-evans-summary-of-phase-one-for-participants1.pdf

Summary of Phase 1:
- Open to All? The meaning and experience of class inequality in museum careers
- PhD research project has three stages
- The paper has a link to the Great British Class Calculator (BBC website) which allows you to 'calculate' your socio-economic class
- The paper has three stages in all looking the effects of class on a specific occupation
- Stage 1 is looking at museum curation
- This project is exploring
  - The broad context of museum careers
  - Views from different occupational groups
  - Career experiences of people in different social classes
- **The individualisation of careers**
  - Museum careers are more fluid and individuals need to take more personal responsibility for their careers
  - Most diversity schemes have focussed on the individual not organisational culture
  - This focus on the individual obscures problems with structural inequalities and social mobility
- **Boundaries and Hierarchies**
  - There are boundaries and hierarchies within the museum workforce
  - These include curator, conservator, educator and so on
  - These roles have become rigid and less diverse over recent decades
  - The distinction between these roles in unclear but the prestige associated with them is unclear
- **Time and Place**
  - There is an assumption that museum careers will be linear, progressing ever onwards
  - However the modern museum career path doesn't reflect this
  - To be successful means the employee is dedicated, London based, and of professional status
- **The invisibility of class**
  - Unlike other more visible areas of representation such as race and gender, class is less visible and hard to define
  - Also, museums careers are seen as middle class jobs
  - However class is universally understood, and class differences can be reproduced in museum work
- **Phases 2 and 3 –** these later phases of the project will
  - Phase 2 – examine the range of occupations and museums
  - Phase 3 – the work and career experiences of people from different social classes
  - Ideas and objects will also be gathered from the participants

This research project is ongoing, and it may be worth tracking progress and eventual conclusions.

The National Archives Annual Staff Report 2016 - 2017	UK
The National Archives - Archives	Report
http://www.nationalarchives.gov.uk/documents/annual-report-and-accounts-2016-17.pdf	

The report states that:

'The National Archives is committed to equal opportunities for all. Policies are in place to guard against discrimination and that there are no unfair or illegal barriers to employment or advancement within our organisation. Suitability for employment is based on skills, qualification and experience irrespective of race, age, gender, marital status, disability, sexual orientation, religious or political beliefs or opinions. The National Archives follows the Civil Service Code of Practice on the Employment of Disabled People, which aims to make sure that there is no discrimination on the grounds of disability.'

Figures:

- Average full-time equivalent staff numbers 2016 - 2017 was **568** (down from **600** 2015-16)
- On 31st March 2017, there were **597** total employees (568 full-time equivalents) on the payroll.
  These were made up of **526** permanent employees and **71** employees on limited period appointments.
  297 (49.7%) were female and **36** employees (**10.2%** of the total who declared) declared themselves as disabled and are recognised as having a disability in the context of the Equality Act 2010.
  71 employees (**18.7%** of the total who declared) identified themselves to be from ethnic minorities.
  Stress- related illness accounted for **4.5 % (2015-16: 4.5%**) of the total sickness rate ('We continue to encourage and support our staff, and invest in their wellbeing..').

The civil service-wide recruitment restrictions announced in May 2010 were still in place during the 2015-16 year. They were also subject to the recruitment freeze during the year 2015-16.

Diversity Initiatives:

- Continued to develop the staff Equality and Diversity network, and to grow a positive relationship with the Employers Network for Equality and Inclusion.
- They are a level two Disability Confident employer, and claim to have 'promoted a positive focus and awareness on autism in the workplace this year, with autistic staff providing talks and developing a video to increase awareness and understanding.'
- Held a stammering awareness session
- Held an Inclusive Leadership course for managers
- Staff LGBT+ group, re-launched 2016-2017 and met regularly
- Awarded two diversity education bursaries, 'which assist candidates in gaining a qualification to help them enter the archives sector by providing financial support. The bursaries help to address the socio-economic barriers to entry that may exist for some candidates.'

- 'Include diverse histories programming to showcase content all year round that engages communities across all societal groups. Prominent events have included work on mental health records and disability in collaboration with the University of Creative Arts (the 'In Our Minds' project)
- 2017 marked 50 years since of the Sexual Offences Act, and in light of this anniversary the National Archives 'built on past LGBT+ programming to create a season of prominent events, including working collaboratively with the London Metropolitan Archives to recruit a youth group as part of two Being Human Festival funded events, and collaborating with Schools Out to hold a festival of public talks OUTing the Past. Collaboration with the National Trust extended this work through 'Queer City', a project engaging close to 2,000 people in archival material related to past LGBT+ spaces.'
- Took part in the BBC's Black and British season 'by creating new research guidance on Black British social and political history in the 20th century, and web pages to raise awareness of our collections relating to black history.'
- The report states, 'We continue to deliver and develop work to mark the centenary of some women gaining the parliamentary franchise in 2018.'

The National Archives - Archives Sector Workforce Development Strategy (August 2018)	UK
The National Archives - Archives	Report
https://www.nationalarchives.gov.uk/documents/archive-sector-workforce-strategy.pdf	

Objective 4 of the report covers 'Diverse and socially mobile workforce'

The National Archives wishes for its workforce to reflect the diversity of its archive collections in order to 'represent those collections and engage effectively with communities.' TNA recognises the importance of a diverse workforce: 'Bringing in entrants with a broader range of backgrounds will also help to boost skills available in the sector and encourage diversity of talent.'
However, the organisation states that increasing the diversity of its workforce is not as simple as encouraging applicants/entrants from diverse backgrounds, and identifies 5 barriers 'currently stifling workforce diversity and social mobility:'

- The archives workforce is more than 95% white and more than 70% female. New recruits come primarily from a humanities education background (ARA/CILIP (2015) *A study of the UK information workforce)*
- Few progression opportunities mean there are limited numbers of jobs advertised. Employers are therefore highly selective, possibly enabling conscious/unconscious bias at all levels of recruitment
- High level of academic qualifications expected from applicants throughout the sector, limiting number and diversity of applicants
- 'Lower pay levels within the sector and short-term opportunities benefit those who have access to family support, thus reducing social mobility'
- The current lack of diversity within the archives workforce might deter eligible/talented applicants as they might feel they will be unsuccessful

80% of managers responding to the workforce survey felt that it is important to achieve greater workforce diversity in archives. 78% believe it is important to achieve greater social mobility in the archives workforce.

The report states that improving the diversity of the National Archives workforce will be a challenge, especially with limited job opportunities. TNA identifies the improvement of diversity as a long-term 'evolutionary journey', and recognises the importance of listening to and working with members of minority groups in order to be successful.

The report acknowledges that 56% of surveyed managers say they use volunteers 'all the time' and a further 26% say they use volunteers 'often'. However, 30% of surveyed managers 'admit they are under increasing pressure to pass responsibilities to volunteers that would otherwise be undertaken by paid staff.' The reason for this is identified as lack of resources and funding to recruit and train additional paid staff. The report recognises the importance of volunteers to the organisation and also the positive impact of volunteer opportunities on 'society-wide concerns such as loneliness', and thus seeks to find ways to highlight best practice for the use of volunteer staff, in conjunction with improvement of diversity.

Objectives for improving diversity:

4.1: Keep diversity and social mobility at the forefront of discussions in the sector, across all aspects of service delivery including workforce development, improving understanding of the importance of a diverse workforce to the long-term impact of archives

- Encourage senior members of the archives workforce to consider the value that different backgrounds and experience can bring to services.
- Create opportunities for those recruiting for the archives to receive unconscious bias training
- To support diversity in the workforce, gather and share statistics to show how the profile of the sector changes over time and to stimulate continued thinking in this area.

4.2: Actively promote the benefits of welcoming and inclusive practices across workforce development and all aspects of service delivery through case studies that show how change has been needed, addressed and achieved to the benefit of both the service and the community it serves.

- Using case-studies and best- practice guides to highlight the work archives have undertaken 'will enable other archives to reflect on their own practice and see where they can make positive changes.

4.3: Develop an appropriate panel/working group to help raise awareness of issues of diversity and representation across the sector and act as a critical friend to The National Archives and partners.

- Credible and effective action to increase diversity must be co-created alongside those who are impacted by current barriers within the sector.

4.4: Develop and promote more varied entry routes to the full range of careers with the sector to improve diversity in both skills and workforce, with an immediate focus on increasing opportunities for people from BAME backgrounds.

- These should include apprenticeships, internships, volunteer programmes, as well as secondment opportunities for individuals based in other roles in the wider information management sector

4.5: Create effective and well-executed volunteer strategies to harness the impact of volunteers in ways which enhance the work of paid and professional staff.

Produce guidance and tools for managing volunteers in the archives sector, especially to better meet the needs of volunteers and also tackle the issue of employers being under pressure to perceive volunteers as alternatives to paid staff. Guidance for managers on this topic should cover:

- advertising for and recruiting a diverse pool of volunteers from a range of age groups and backgrounds
- establishing and tapping into volunteers' motivations andwhat they value
- articulating ideas for types of activities and projects volunteers could undertake
- Setting boundaries in terms of what volunteers should be reasonably expected to undertake in relation to the activities of paid staff
- managing volunteers, including setting expectations and providing support through training

- assessing the impact of volunteer work
- case studies of the successful use of volunteers
- legal and ethical considerations when using volunteers.

Evaluation of Transforming Archives and Opening Up Scotland's Archives	UK
RedQuadrant	Report

http://www.nationalarchives.gov.uk/documents/archives/opening-up-archives-evaluation-2017.pdf

Opening Up Scotland's Archives and Transforming Archives were two separate three-year projects funded by the Heritage Lottery Fund(Skills for the Future)working in parallel to change the skills base of the archives sector across Scotland and England. The projects received grants of £540,000 and £999,900 respectively. They were delivered by the Scottish Council on Archives (SCA)and The National Archives (TNA) in partnership with 26 host archive services, and the Archives and Records Association UK & Ireland (ARA).

Th projects provided 55 trainees with new entry points into the archive sector. They met the original aims and targets of the project:

- encouraging applications from BAME, disabled applicants and those from different socio-economic backgrounds;
- welcoming applications from those with a degree in a subject other than humanities and those that can bring skills from different careers;
- meeting a series of identified skills gaps in the archives sector–particularly in outreach and engagement, digitisation, digital preservation, collection development, and traditional skills.

The projects appear to have been successful in creating new entry points into the archives sector–70% of trainees are still working in the archives or heritage sector.

However, the trainees have found that many jobs advertised require a postgraduate qualification in archives. Some trainees worry that they will not be able to progress in the sector without this qualification. 50% of trainees, across both programmes, who are still working in the sector, have gone on to undertake the postgraduate qualification in archives.

4. Conclusion and recommendations

There is no doubt that the issue of diversity and gender equality in the record keeping, library and museum workforce, are recognised as areas of concern. However, the literature and the experiences of those who have worked to increase diversity and gender equality, the short-term of low impact approach, characterised here as 'handwringing, handwashing and DIY' has done little to provide solutions. What is extremely striking in all of the literature is the lack of inclusion of the BAME community and women's interest groups in designing or delivering the programmes to improve the situation.

'Done to us not by us'

In the literature reviewed, there is very little evidence to suggest that the diversity or gender equality research or projects developed have involved or cooperated with BAME communities or women's groups in any meaningful way at all. The lack of BAME and women in senior leadership positions also contributes to the impression that the sections of the workforce who are expected to benefit from diversity and equality activities have little influence or agency in their own progress, that achieving diversity and equality is something that is 'done to us not by us'.

'At us not with us'

Similarly, the research into diversity has largely been completed without engaging with the wider BAME community. There is a lack of diversity in voices and opinions in the conversation about diversity which mean that issues such as unconscious bias and micro-aggressions, which make an enormous difference to the well-being and experiences of BAME employees, can go unrecognised or dismissed as unimportant. At the moment, the dialogue is top down, 'at us not with us'. The inclusion of the voice of diverse communities is important to ensure that there is a genuine conversation about diversity with BAME workers.

Diversity and gender equality are essential if the record keeping sector is to remain relevant. Below are three recommendation for the sector which would support organisations to increase diversity and gender equality and provide sustainable change.

1. Sustained systematic change – the project and low impact approach should end, and instead create new entry routes and support for BAME employees and women, which ensures that they are able to achieve their full potential.

2. Use the Accreditation scheme – the voluntary aspect of supporting diversity and equality in the record keeping workforce should also end, and replaced with measurable targets as part of the Archives Service Accreditation. All organisations could be asked to report against diversity and gender equality targets in:

    *   Staff
    *   Collections
    *   Audience and community engagement

    Using the Archives Service Accreditation would help organisations to focus on three effective measure to increase diversity and gender equality, and embed the changes within organisations.

3. Widening entry routes – removing barriers to careers in record keeping is essential if diversity and equality are to thrive. Apprenticeships and Graduate Apprenticeships should be developed. These offer organisations a wide range of benefits, including

    *   additional staffing levels
    *   the apprenticeship financial levy
    *   increased engagement of diverse audiences