

NatCen International

مؤسسة الأميرة العنود
Princess Alanood Foundation



Executive Workshop

Roadmap for Establishing, Structuring and Running Social
Research Centres in the Kingdom of Saudi Arabia

National Centre for Social Research
Riyadh, Saudi Arabia

تدريب
Tadreeb





Peer Exchange Max 60 mins at start of Day 2

We will briefly discuss reflections from yesterday

Form groups of about 5 people and •
discuss for 15 mins:

What have you learnt from yesterday?

Agree ONE spokesperson for the group to •
share ONE example with the room

If we cannot hear from every group, can •
the spokesperson please write down your
example and hand to one of the speakers

Write down what you have learnt based •
on your own reflections and what you
hear from others

If you have questions which
are not answered today or
tomorrow, please
speak to one of the •
speakers in a break, or
put them on Mentimeter, •
or
write them on a piece of •
paper and hand them to
one of the speakers.

We will share answers to
all questions (where there
was not time to answer
them on the programme) as
soon as possible
afterwards.



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Day 2

Governance, Ethics, and Action

تدريب
Tadreeb





Session 6: Recruitment and Human Resources

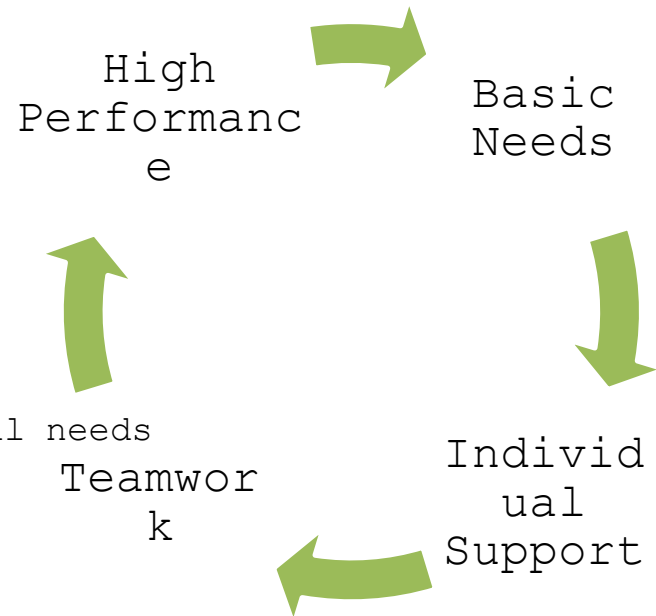
Pablo Hepworth Lloyd OBE, Dr. Fatima Husain & Dr Diane Abdallah





High Performing Teams

- Meaningful purpose
- Opportunity to learn and develop
- Shared commitment to high standards
- Clear personal objectives
- Opinions valued
- Regular feedback and recognition
- Empathy and compassion for individual needs



Our People – Objective

Objective: The place to work in social research

Everyone is

- encouraged to continually improve, develop and grow
- respected, trusted and valued
- connected, capable and confident

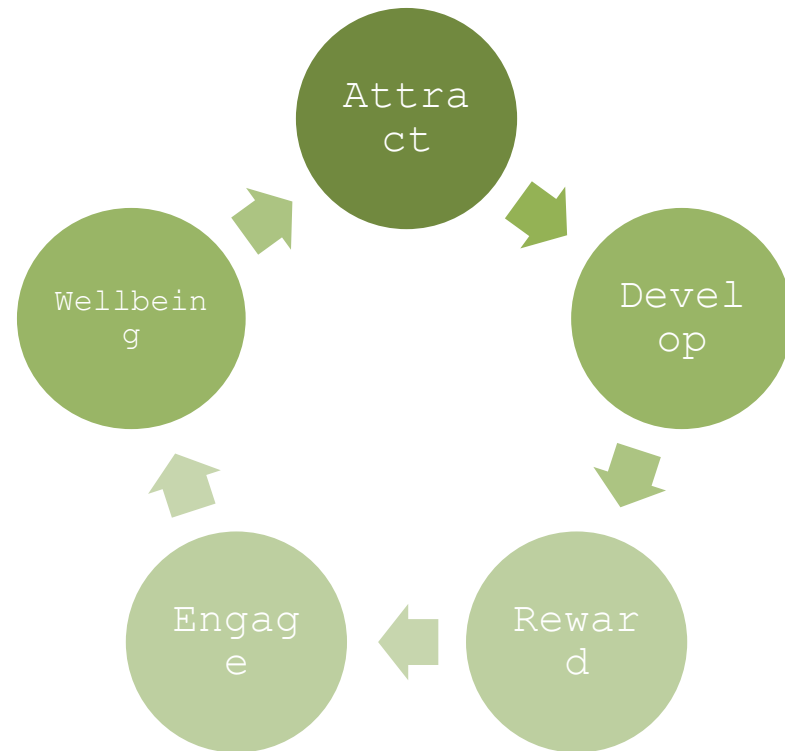
Resulting in

- high employee satisfaction
- high engagement with performance and development processes
- low employee turnover



Our People – Plans

- Purpose, values and behaviours roll-out
- Increase quality and diversity of applicants
- Further develop learning culture
- 'Thrive Passport' to support wellbeing
- Support engagement in HR processes
- Pay, reward and recognition
- Office move and environment





Our People Approach

The People Approach aim to (i) provide a stimulating and rewarding environment for staff at all levels, (ii) support NatCen in preparing for the people challenges it will face, (iii) provide a competitive advantage to the organisation.

Basis for Success

- Developing workforce plans that deliver the business plan.
- Clear and innovative HR policies that underpins NatCen's strategy.
- Renewed focus on leadership development to create a high-performance culture.
- Provision of diverse learning opportunities and identification of talent.
- Engagement and measures to support employee wellbeing.

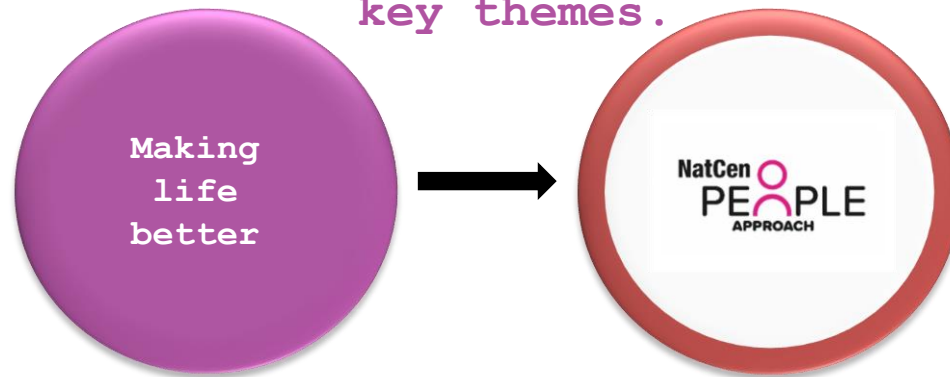


Measures of Success

- Through our staff surveys.
- We will report on progress in delivering together with the next set of actions that will be taken forward.
- We will provide regular feedback on progress to everyone through enhanced and improved internal communications, and also through workplace engagement sessions.

Our People Approach - Summary

The People Approach identifies the workforce priorities required to support delivery of NatCen's strategic ambitions and is presented in the form of **8 key themes**.

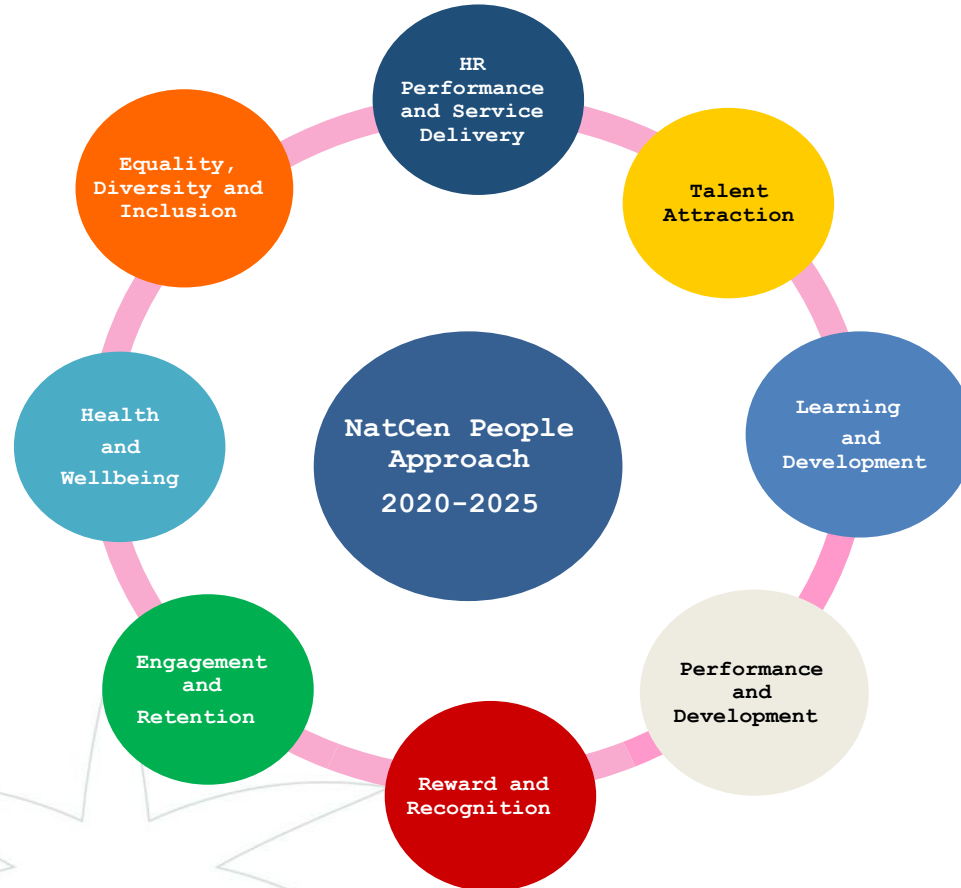


An engaged workforce with the right skills, pushing boundaries and focused on what matters to the UK population and globally.

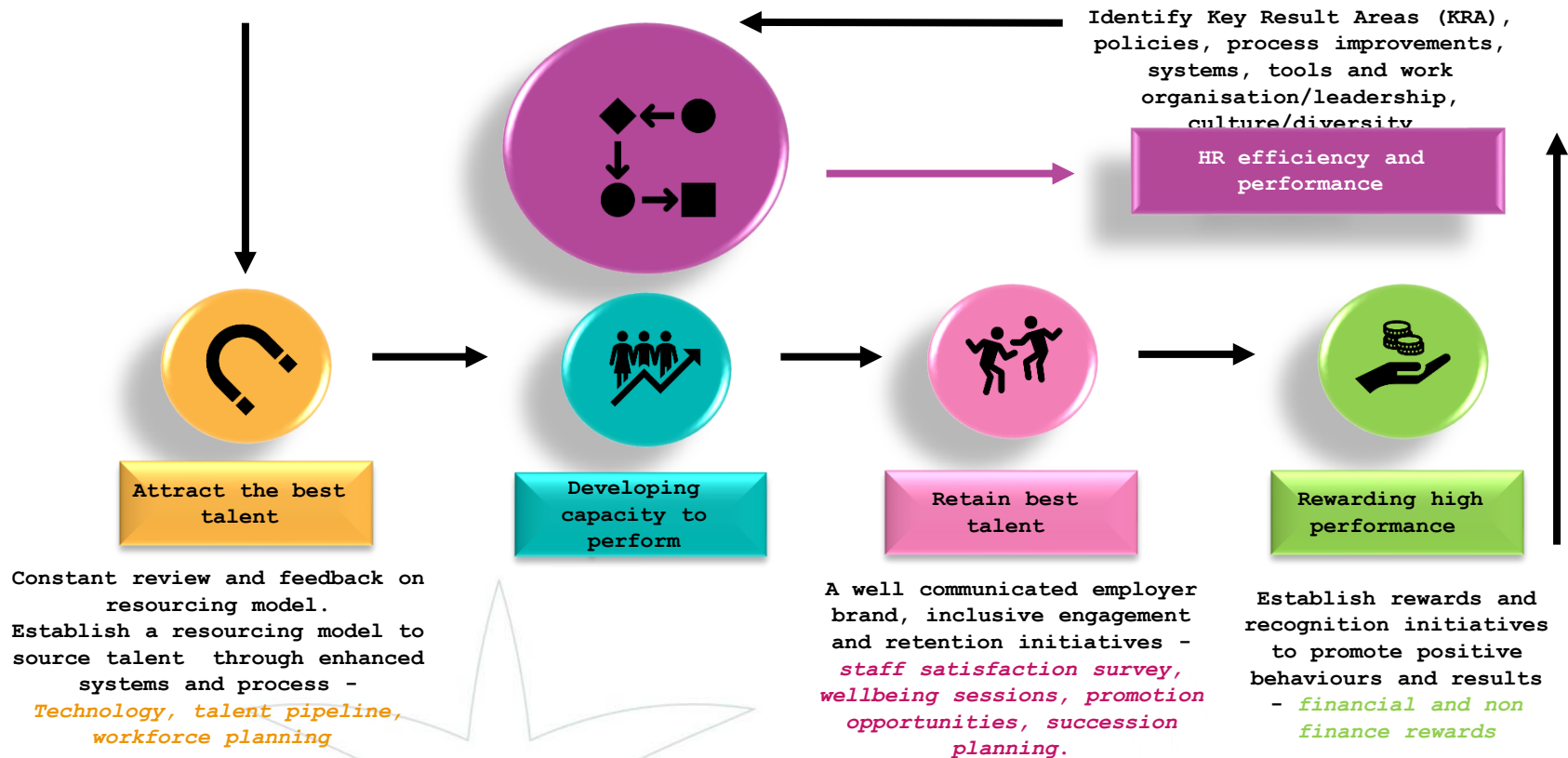
Support delivery of the 'People' objective in the organisation's strategy and redefining the nature of the workplace and enabling recognition of NatCen as a great place to work.



Our People Approach – 8 Key Themes



HR Strategic Model



Talent Attraction

To effectively, fairly recruit and retain the right quantity and quality of staff that we need to support the achievement of the organisation's strategic objectives.

- A revised recruitment model will source talent through enhanced systems and streamlined processes.
- The recruitment model will support internal movement of staff. Key metrics such as time to fill, diversity and quality of hire will be developed and monitored to evaluate effectiveness.
- Minimise and mitigate unconscious bias in recruitment & promotion practices through transparent practices
- Develop and implement mandatory training for all those involved in recruitment e.g. in unconscious bias training, and that all staff who are involved in recruitment panels follow correct processes in conducting recruitment interviews.

**Talent
Attraction**

Performance and Development

Support the creation, promotion and development of a high-performance culture, ensuring that we have capable staff who are appropriately motivated, have the right skills, knowledge and experience and are effectively led and organised to deliver the organisation's strategy, both now and in the future.

- Establish and embed wellbeing and EDI objectives as a mandatory responsibility of leaders and managers, as well as part of the overall performance management process across all levels.
- Provide personal and career development for staff at all levels of the organisation.

Performance
and
Development



Learning and development approach



Reward and Recognition

- To reward fairly, transparently and competitively and to recognise and retain outstanding staff at all levels whilst allowing for changing external pressures
- Ensure that our incentives and rewards are aligned to organisation strategic priorities

Reward
and
Recognitio
n



Engagement and Retention

- To successfully engage our staff in the achievement of the organisation's strategic objectives, and make sure that the organisation is not just a fair and equitable employer, but that it is seen by colleagues as a wonderful place to work
- Engaging our staff with the strategic objectives of the organisation is critical to its success
- HR will facilitate, develop and help to maintain a culture of excellence, where equality of opportunity exists for all to fulfil their potential

Engagement
and
Retention





Workforce Planning



Health and Wellbeing

- To provide and maintain an environment where people's health and wellbeing is actively promoted, they are engaged with the organisation and feel valued for their contribution.

Health and
Wellbeing



Wellbeing Programme



4 themes within the NatCen Thrive Wellbeing Programme.

PSYCHOLOGICAL WELLBEING	PHYSICAL WELLBEING	FINANCIAL WELLBEING	SOCIAL WELLBEING
Mental Health Awareness	Exercise and Fitness	Saving for the Future	NatCen theme days
Mental Health Survey	Sickness Management Health Checks	Planning for the Future - Pensions	Thrive Gamers
Thrive Champions	Thrive Champions	Thrive Champions	Thrive Champions
Themed Days	General Health and Safety	Debt and Money Management	Diversity Days
EAP/Occupational Health	Themed Activities	Legal Wellbeing	Buddy Scheme
		Buying a Home	Peer Support Scheme



Equality, Diversity and Inclusion

Embed a supportive culture which is inclusive, positive and fair where opportunities are open to all, where people can lead and are led effectively, and change is well managed.

- HR will lead the implementation of EDI actions and will achieve this by prioritising an awareness of equality, diversity and inclusion into everyday activity so that the organisation is non-discriminatory in its systems and processes, complies with legal obligations, and is seen as a fair and equitable employer.
- Monitoring audits and reporting on our equality, diversity and inclusion metrics, and developing and delivering plans for improvement in performance where necessary.
- Working with the EDI groups and other staff groups to embed a pro-active, sustainable approach to EDI across the organisation, including through specific actions and commitments (e.g. the Race at Work Charter, CEO Pledge and other charter marks and nationally recognised standards).

Equality,
Diversity,
and
Inclusion



Reducing Gender Pay Gap

	Lower quartile	Lower middle quartile	Upper middle quartile	Upper quartile	Overall
Mean Pay Gap	-0.1%	-0.1%	-9%	7%	-6%
Median Pay Gap	0%	-0.1%	-21%	9%	-18%
Mean Bonus Gap	N/A	N/A	0%	59%	59%
Median Bonus Gap	N/A	N/A	0%	61%	61%

Note – A positive percentage in the pay and bonus gaps above is a gap in favour of male staff whilst a negative percentage is a gap in favour of female staff. The overall mean and median pay gaps are currently in favour of female staff because of the higher proportion of women in the upper two quartiles. The above data is inclusive of our interviewers, nurse and telephone panels who make up approximately 99% of the first three quartiles.

Proportion of staff who received a bonus

Female	0%	0%	0%	5%	1%
Male	0%	0%	0%	5%	1%

Proportion of staff in each quartile

Female	46%	59%	79%	68%	63%
Male	54%	41%	21%	32%	37%





Discussion

- What talents are needed in social research organisations?
- How to attract and retain talents?
- How to build talents into leaders?





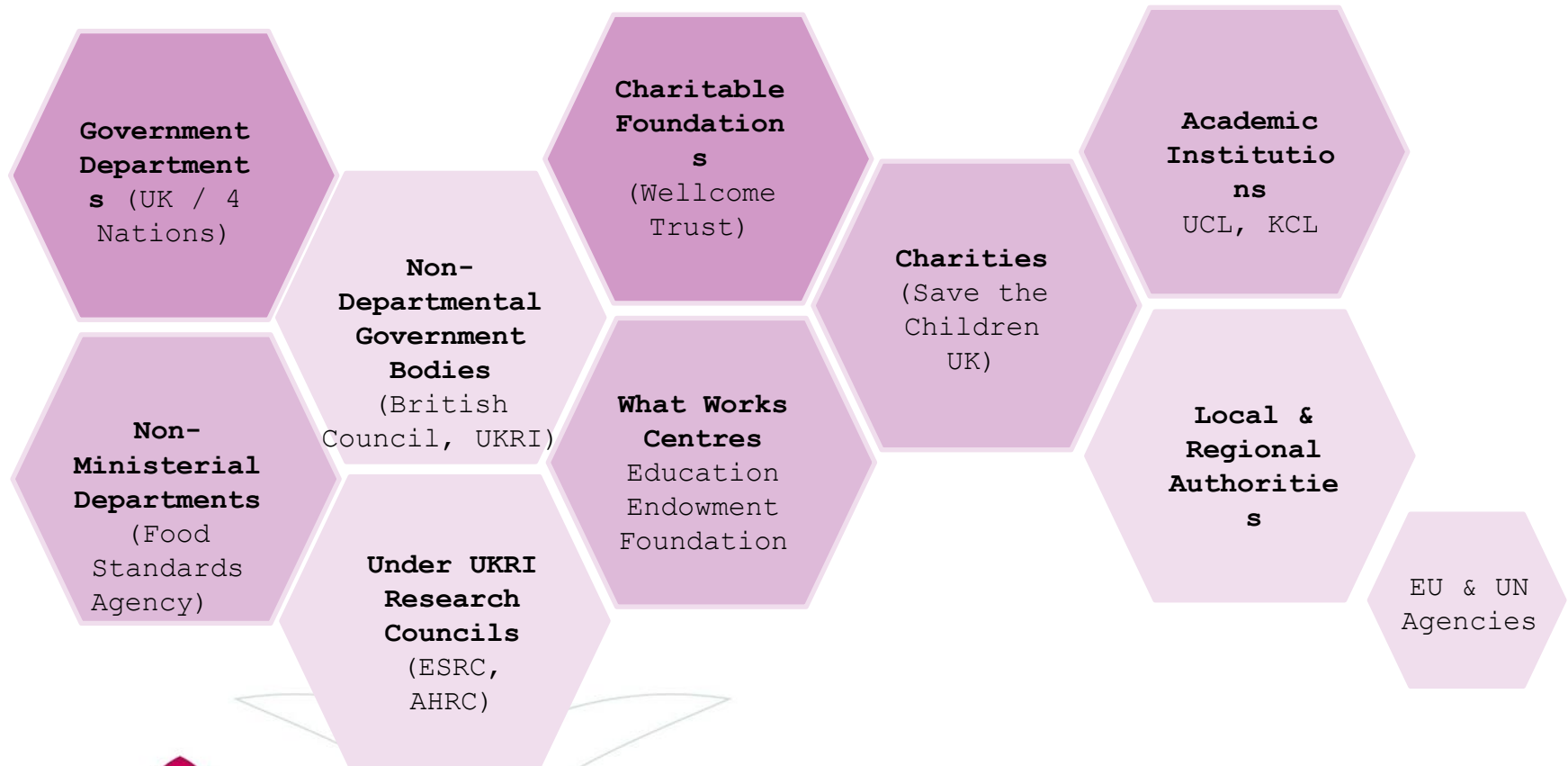
Session 7: Finance, Business Development and Resource Management

Dr. Fatima Husain & Pablo Hepworth Lloyd OBE



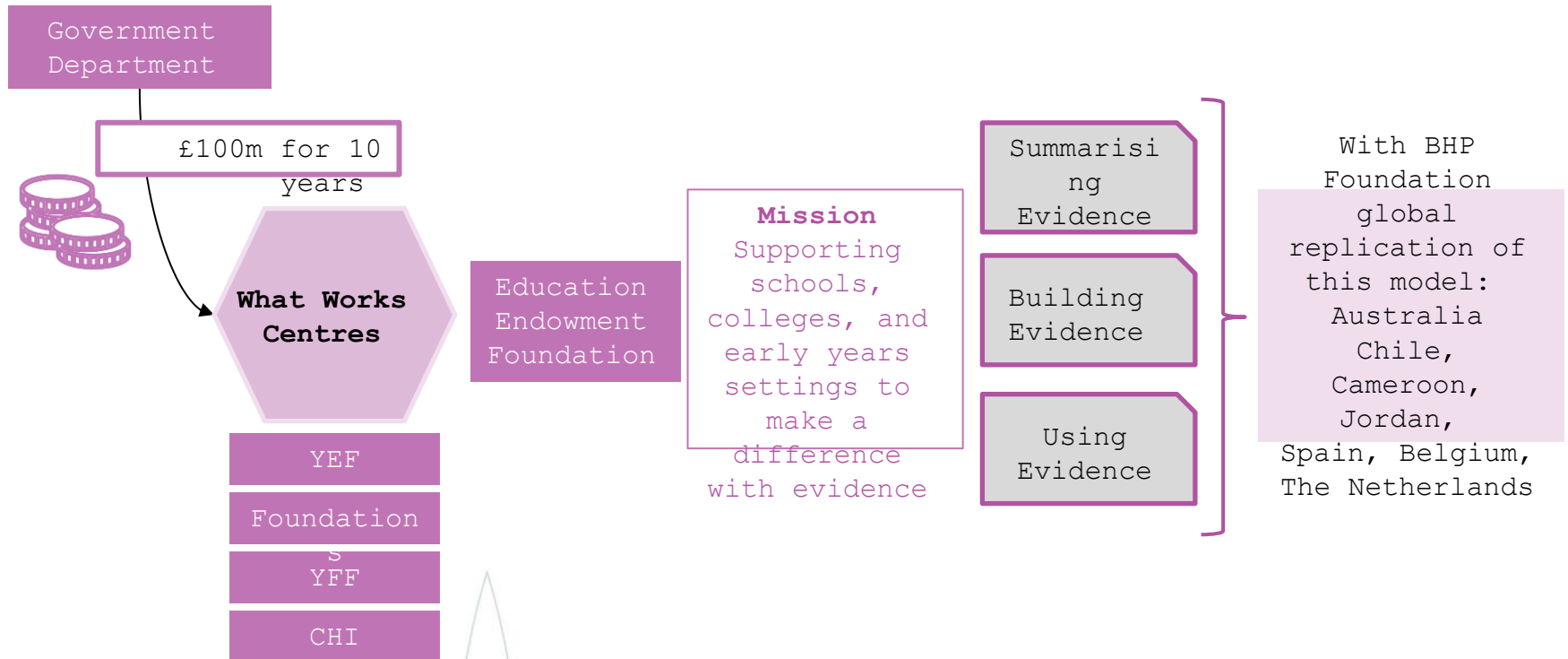


UK's Social Research Marketplace: Buyers (Clients)





UK's Social Research Marketplace: Buyers who are 'evidence broker'





UK's Social Research Marketplace: Suppliers

Large & medium market / social research suppliers

Competitors & collaborators

- Ipsos
- Verian
- ICF International

Mainly competitors

- IFF Research
- Ecorys
- BMG

Academic Institutions

Collaborators, competitors, and commissioners

- University of Sterling
- Sheffield Hallam University
- University College London
- King's College London
- Oxford University

Small / large consultancies

- RSM
- Eunomia
- WPI Economics
- Frontier Economics
- SQW
- Cordis Bright
- The Social Agency





Competing is a busy marketplace

Working model

Market Research with a social research division

Teaching with social research

Economic research with social research

Only social research

Core and secondary income

Subsidised by other more profitable divisions

Core funding + competing for projects

Purely in the competitive space

Core function is teaching

Staffing

In-house expertise + survey operations

Use of freelance researchers

Implications for business development

- Cost models may vary
- Quality
- Approach to Ethics
- Overheads (full cost recovery)
- Profits used for different purposes





Creating a dynamic marketplace

In the UK they have tried to do this by:

- Creating a standardised approach to procurement - usually via online portals
- Smaller buyers may invite up to three suppliers to bid
- Understanding how research is costed to allocated reasonable budgets
- Ensuring Invitations to tender are sufficiently detailed with clear instructions on how to respond
- Publishing how bids will be scored
- Setting up panels of experts/ Frameworks (via a bidding process)
- Setting up call-off contracts to appoint a single supplier
- Providing feedback on unsuccessful bids

Buyers need to ensure they bring in the best expertise, do it with fairness, and not base it on personal relationships





Business development function at NatCen

Reactive to
published ITTs

Relationship building
leading to direct
commissions

Horizon scanning -
new topics and
methods

Market analysis

Recordkeeping:

Every ITT is logged and every decision recorded

Decision making:

- Purpose
- Priority
- Capacity
- Expertise
- Deliverability

Responding

ISO 20252 accreditation requires a written process

PAS 360 - Management of Bid and Proposal Administration

Exploring the use of AI

- Proposal writing
- Knowledge management

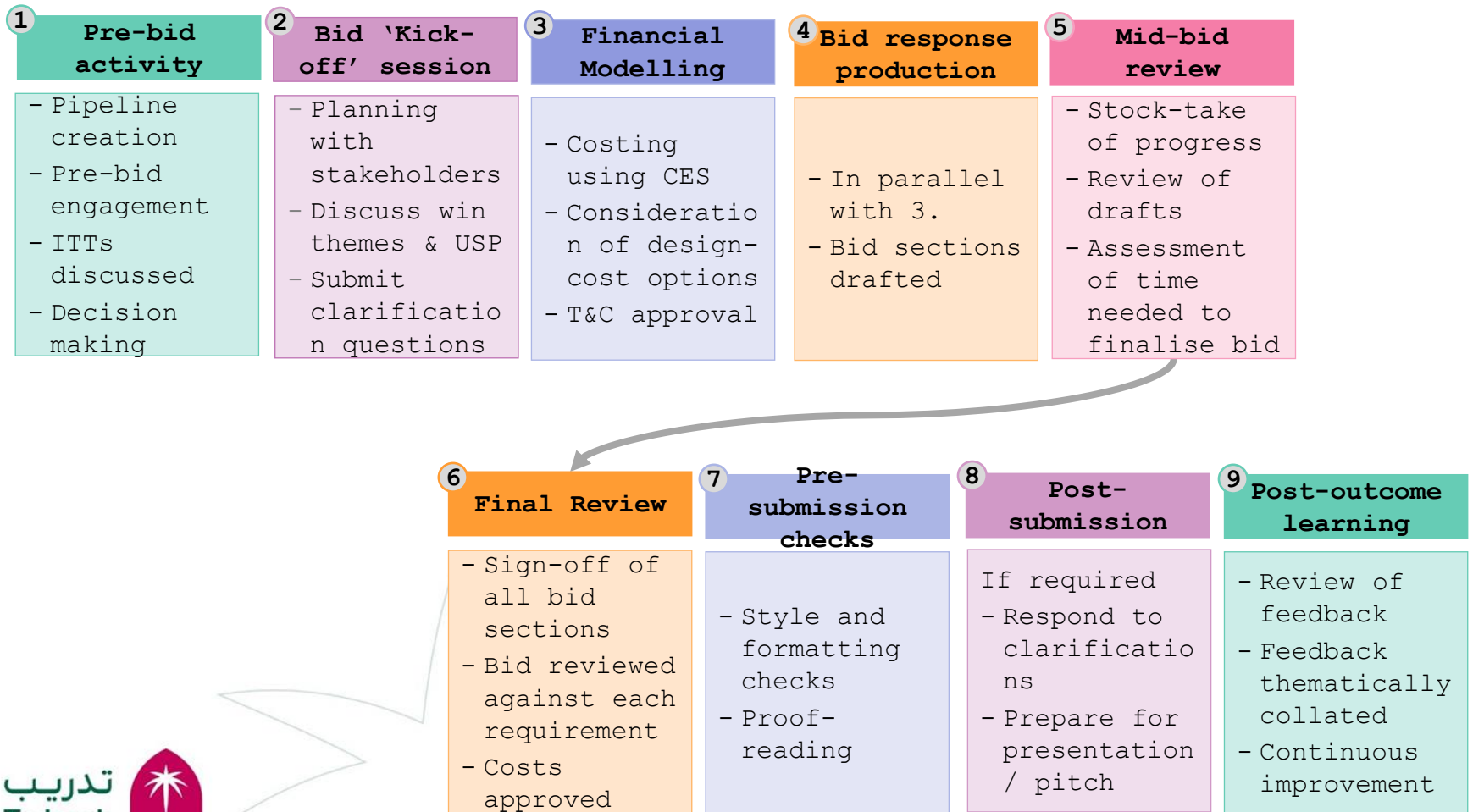
*ISO 20252:2019
establishes terms,
definitions, and
service
requirements for
organizations
conducting market,
opinion, and
social research,
including insights
and data
analytics.*

*PAS 360:2023
establishes a bid
and proposal
management code of
practice*





Bid Management Process at NatCen





Questions & Discussion

- What does the social research evidence ecosystem (buyers, brokers, suppliers) look like in KSA?
- What type of ecosystem would you want to see in 10 years time?
- What do you keep and what must change?
- Is AI being used to support proposal writing?





Resource Management: Overall Approach

Application of the principles of the PRINCE2® approach



1. **Continued Business Justification:** clear business sense; fits organisational purpose and strategy
2. **Learn from Experience:** what do we know about the client; from previous similar work
3. **Defined Roles and Responsibilities:** agree who needs to be involved and when
4. **Manage by Stages:** break up the project in manageable chunks to plan, monitor, and control
5. **Manage by Exception:** manage risks and agree escalation approach
6. **Focus on Products:** focus on the ultimate outputs to meets client expectations
7. **Tailor to Suit the Project Environment:** tailor application based on project scale and complexity



Resource Management: Finances

Cost basis for individual projects



Proposals

- New Projects:
- Coverage of day rates; & estimation of inflationary increases
- Matching: ITT specifications; budget envelope
- Review and sign-off processes

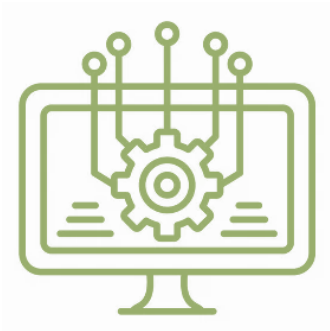
On-going projects

- Monthly tracking of project spend & reallocation
- Re-costing if specifications change
- End of project reconciliation



Resource Management

Staffing: Live projects



- Use a software solution designed specifically for project-based businesses
- Provides an organisational level view of staff project commitments across projects
- Helps with forward planning (linked to project budgets) and relocation of projects tasks based on availability
- Large surveys have a dedicated project manager



Project Management: Managing Change



- Guided by ISO20252 accredited Quality Management System
- Managed via a live risk register and critical incident reporting process
- Provides a high level of transparency in the identification of risks to delivery and mitigation strategies
- Support communication with client / project stakeholders





Questions & Discussion

- How formalised is your resource management process
- What types of tools do you use?
- Have you explored the use of AI?





Session 8: Methods & Ethics

Dr. Fatima Husain, Pablo Hepworth Lloyd OBE & Dr. Diane Abdallah



Who does it concern?



Ethics relates specifically to the professional and personal integrity of research commissioners (buyers), social research organisations (suppliers), and every person involved in the design and delivery of research



Ethical considerations in social research

Social Research Association

Ethical Guidelines: Social researchers must strive to **protect subjects from undue harm arising as a consequence of their participation in research.**

Market Research Society

Code of Conduct: reassure the general public and other interested parties that **activities undertaken by MRS Members and MRS Accredited Company Partners are carried out in a professional and ethical manner.**

Government Social Research

Ethical Assurance for Social and Behavioural Research Guidelines: the expected standards and responsibilities when **designing/conducting social and behavioural research for/on-behalf of government**
Ethics policy



UK Government
Departments (e.g.)
FCDO

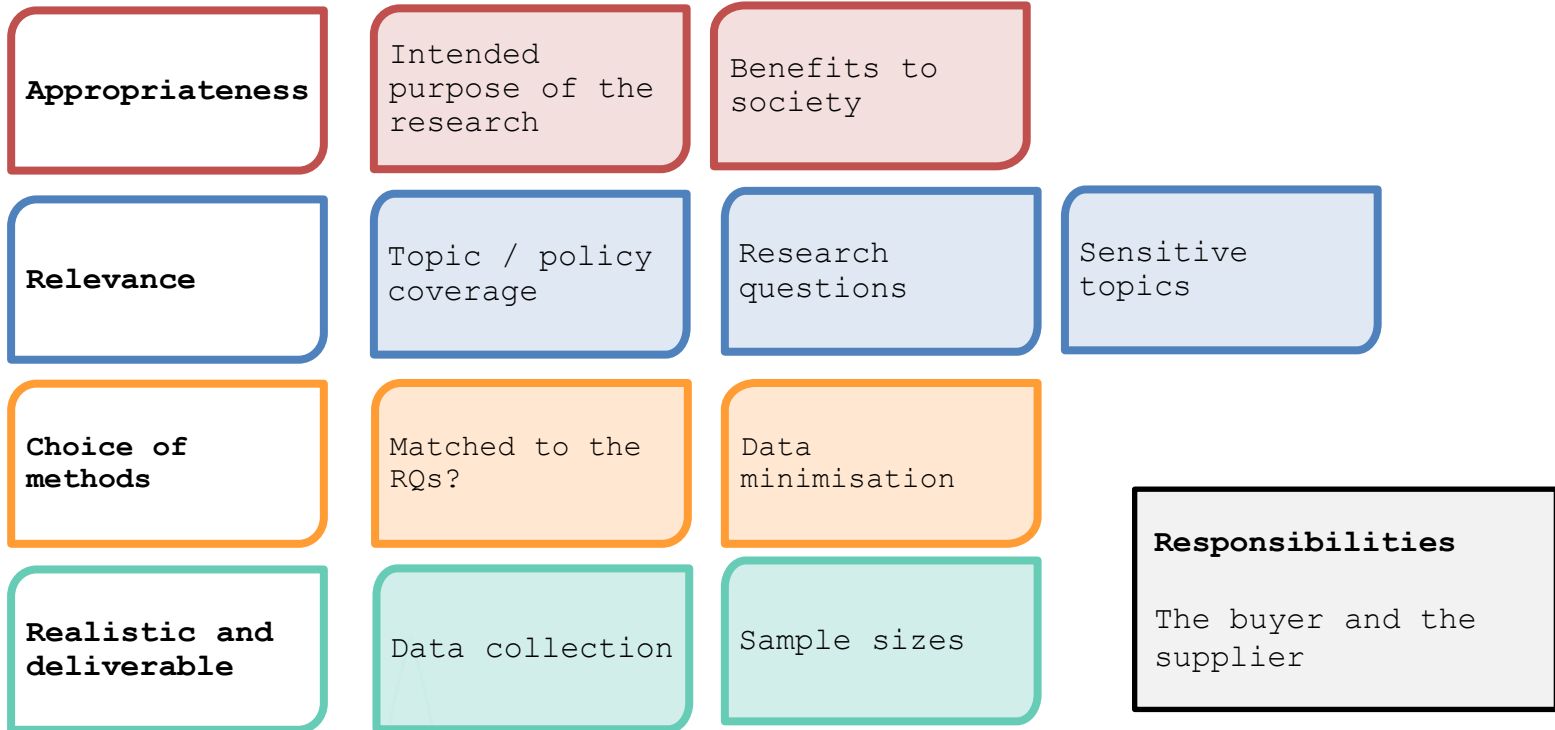
UN Agencies: WHO, UNESCO,
UNICEF

UN Evaluation Group



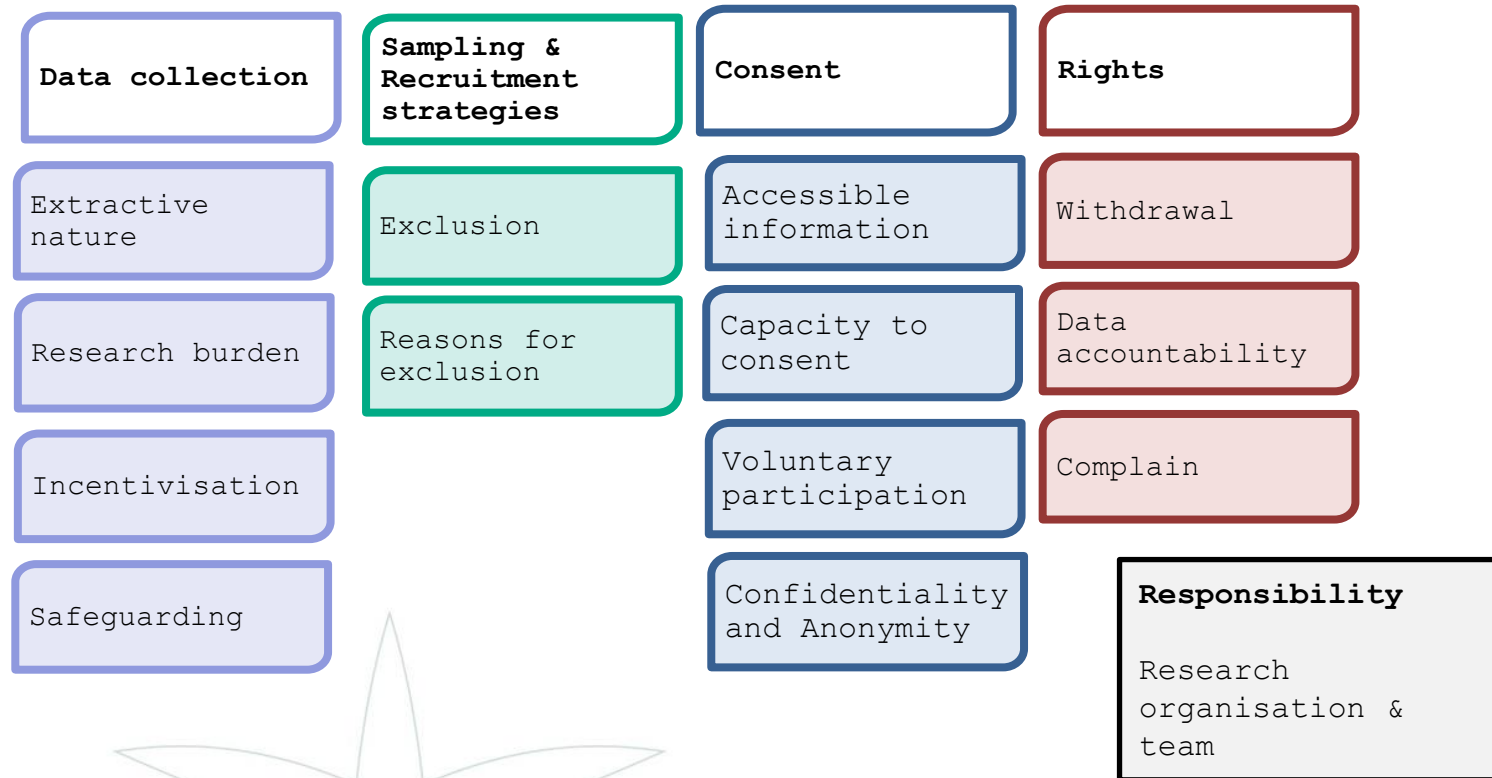


Ethical considerations: Design & Methods



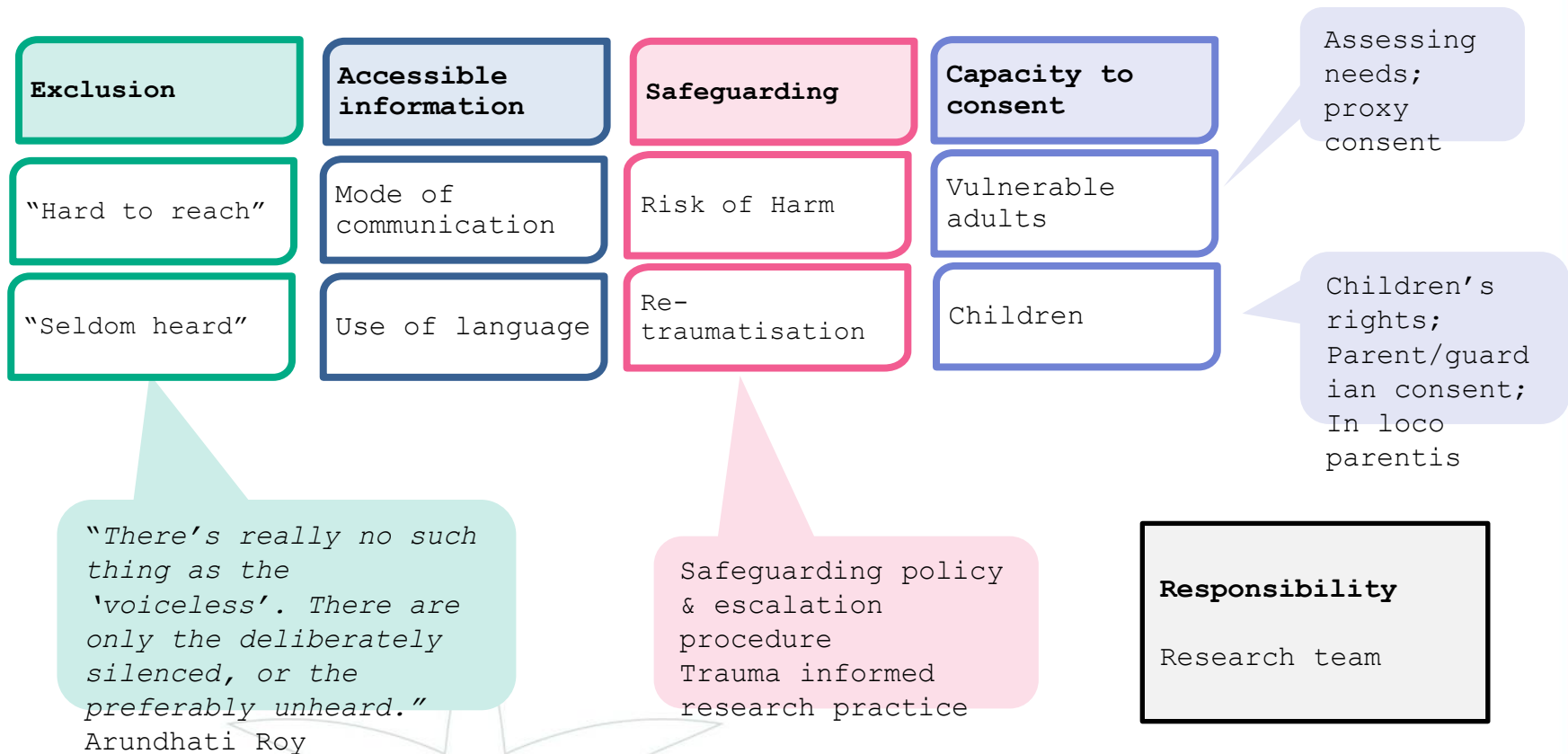


Ethical considerations: Participants



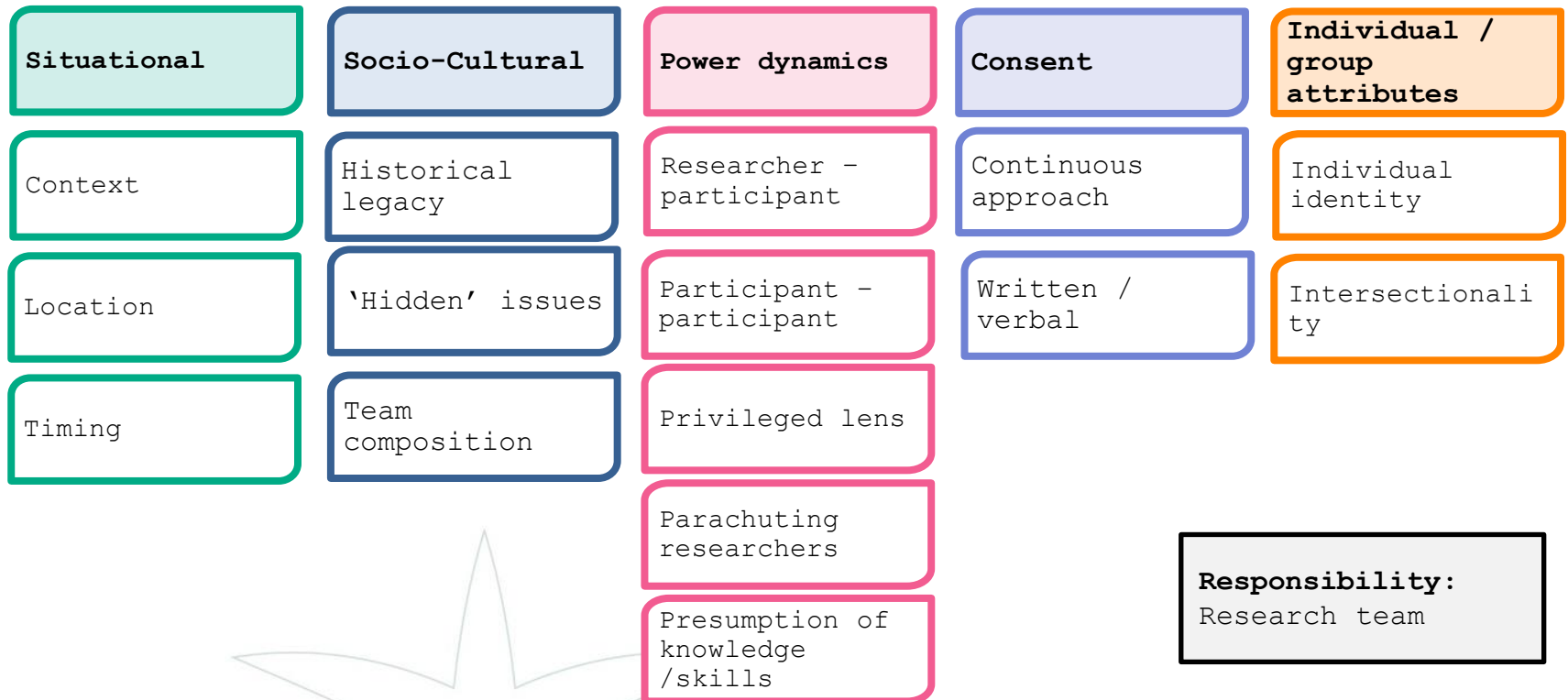


Ethical considerations: Participants





Ethical considerations: reflective & inclusive research practice





Ethical considerations: researchers

Physical safety

Location

Timing

Fieldwork safety monitoring
process
Safety phones
Buddy system

Wellbeing

Lived
experiences

Family
experiences

Opt-out of the research
Additional well-being
support

Preparedness

Skills

Experience

Training
Team briefings
Trauma-informed practice

Responsibility: Research team





Ethical Scrutiny: NatCen's Approach

Leadership responsibility

Research Ethics
Committees (4)

Oversight and conducting reviews

Chair and min. 3 members

Monthly REC meetings

Application Form

Equality Impact Assessment

Training: REC members

Training: Research staff

Letter send out :
approved, approval with
recommendations/subject
to clarifications

Transparent arms-length
approach for every live
project - before start
of the project or if
substantial changes are
made

What NatCen's REC **does not** do:

Ask for changes to the research
design / methods - this is usually
driven by a client's requirements

Some clients ask
to see the
application &
letter





Questions & Discussion

- Which ethical guidance does your organisation follow?
- Does your organisation have a formal ethical scrutiny process
- What would you like to see happen to enhance ethical research practice?
- What is a good approach for talking to participants about the use of AI for data collection/analysis/report writing?





Action Lab: Maximum 60 minutes

Form groups of about 5 people and discuss for 15 mins:

What have you learnt from yesterday?

Consider - what tools can you use, what strategic choices can you make, how can you work with colleagues to develop your strategies and plans?

Agree ONE spokesperson for the group to share ONE example with the room

If we cannot hear from every group, can the spokesperson please write down your example and hand to one of the speakers

Write down what you have learnt based on your own reflections and what you hear from others

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