



Diversity and Inclusion Strategy 2022

MPI for Psycholinguistics

V4 2021.11.04

Contents

1. Executive summary.....	1
2. Background.....	1
2.1. Members of the D&I working group	2
2.1.1. Members of the D&I sub-groups (responsible for creating goals, implementation methods and evaluation strategies):	2
2.2. Diversity Statement (MPG statement)	2
3. Recommendations	3
3.1 Establishment of a permanent Diversity and Inclusion (D&I) Committee.....	3
3.2. Approval of an annual D&I budget	3
3.3. Approval of the MPI-PL Diversity & Inclusion Areas of Change (2022)	3

1. Executive summary

In 2020, the Directorate of the Max Planck Institute for Psycholinguistics (MPI-PL) tasked the Institute to set up a Diversity and Inclusion (D&I) working group, the goal of which would be to set up a long-term Diversity and Inclusion Strategy. This document contains the strategy created by that group.

In short, we have three recommendations:

We recommend that MPI-PL Directorate:

- Set up a permanent Diversity and Inclusion commission with the remit and structure specified below.
- Appoint a part-time Diversity and Inclusion Officer and set aside a certain sum of money each year to support D&I initiatives.
- Approve the MPI-PL Diversity & Inclusion Areas for Change.

2. Background

In 2020 the Directorate of the Max Planck Institute for Psycholinguistics (MPI-PL) decided to set up a Diversity and Inclusion working group, the goal of which would be to set up a long-term Diversity and Inclusion Strategy. The group (D&I working group) was set up in January 2021, met regularly throughout the year, exchanged ideas via a dedicated Rocket.Chat channel, ran a number of initiatives to consult with the employees of the MPI, and held consultations with relevant officers at the Max Planck Society and Radboud University.

This document is the result of that process. It contains background information about the process, followed by our recommendations for setting up a system to promote diversity and inclusion at MPI-long term. We will do this by embedding concrete diversity and inclusion initiatives into MPI structures and procedures.

2.1. Members of the D&I working group

Ibrahim Abdullah, Ine Alvarez van Tussenbroek, Sandra Bethke, Federica Bartolozzi, Francesca Carota, Ava Creemers, Linda Drijvers, Vicky Fisher, Julia von der Fuhr, Rowena Garcia, Cielke Hendriks, Anique Heurkens, Karin Kastens, Evan Kidd, Kevin Lam, Ryan Law, Julia Misersky, Barbara Molz, Asli Ozyurek, Caroline Rowland, Inge Stok, Marjolein Scherphuis, Rowan Sommers, Liz Tollenaar

2.1.1. Members of the D&I sub-groups (responsible for creating goals, implementation methods and evaluation strategies):

Attracting Diversity to MPI

Marjolein Scherphuis
Kevin Lam
Karin Kastens (Chair)
Julia von der Fuhr
Federica Bartolozzi

Diversity & Inclusion at MPI

Liz Tollenaar
Inge Stok
Rowan Sommers
Anique Heurkens (Chair)
Julia von der Fuhr
Ava Creemers
Ryan Law
Federica Bartolozzi

Diversity in our science

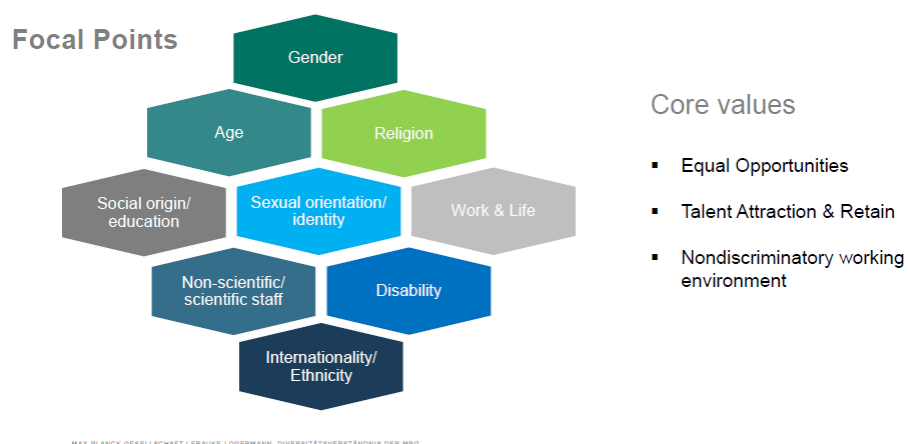
Caroline Rowland (Chair)
Barbara Molz
Evan Kidd
Rowena Garcia
Ine Alvarez van
Tussenbroek

2.2. Diversity Statement (MPG statement)

The D&I working group agreed to adopt MPG's diversity statement:

The Max Planck Institute for Psycholinguistics supports a working environment in which all employees are equally valued and supported, regardless of their field of activity, gender, nationality, ethnic origin, religion/belief, disability, age, sexual orientation, educational & socio-economic background and the needs regarding the compatibility of professional and private life.

The graphic below illustrates MPG's Diversity Understanding:



3. Recommendations

Below we outline three actions that we ask the MPI-PL directorate to approve.

3.1 Establishment of a permanent Diversity and Inclusion (D&I) Committee

We recommend that the Directorate set up a permanent Diversity and Inclusion committee to carry out, monitor, and evaluate the success of, the D&I Strategy of the Max Planck Institute for Psycholinguistics. In particular, the committee will:

- Organise and run activities designed to achieve the goals of the D&I Strategy
- Monitor the success of the D&I strategy and solicit feedback from Institute employees on its effectiveness
- Biennially present to Directorate a report that evaluates the D&I strategy in the previous 2 years, and outlines new goals for the upcoming two years
- Provide content for the Fachbeirat report (every 3 years) and Research Report (every 2 years) that reports on D&I initiatives at MPI-PL

The composition of the committee will be determined by the Diversity Officer, in consultation with HR, directorate and the equalities officers. However, we recommend that the committee comprises a representative from HR, a representative from the equalities office, a representative of the directorate, and three employees who represent under-privileged/under-represented groups at MPI.

The meeting and activity schedule of the committee will be determined by the Diversity Officer, in consultation with the committee members. The D&I committee reports to, and is responsible to, the Directorate.

3.2. Approval of an annual D&I budget

In recognition of the fact that achieving the goals specified in this strategy will require a considerable effort, we recommend that MPI-PL:

- appoint a part-time paid Diversity & Inclusion Officer (see appendix I for job description)
- set aside a sum each year to support D&I initiatives as part of the regular financial planning cycle

3.3. Approval of the MPI-PL Diversity & Inclusion Areas of Change (2022)

We recommend that the Directorate agree that the D&I committee's work will focus on the three areas of change described below. Within these three areas of change, we have identified a number of specific goals. The goals document is attached to this document as Appendix II.

- **Attracting Diversity to MPI-PL.** Here we focus on how to attract employees (both scientific and support staff) from a wider range of backgrounds, both to MPI-PL and into language sciences in general. Examples of initiatives might include the IMPRS's Talent scheme, reviewing and revising appointment procedures, producing guidelines and training for research leads on how to run inclusive appointment procedures, working with RU to provide more support for dual-careers, coordinating institute involvement in outreach events, and developing strategies to appoint more diverse people at leadership level.
- **Diversity and Inclusion at MPI-PL.** Here we focus on improving the work environment for current MPI employees in order to promote inclusion and ensure that the diverse groups we recruit are well and equably supported. Activities here might

include making sure that all MPI documents, and our website and intranet, use inclusive language, creating communication routes so that employees can easily find information on diversity and inclusion, training supervisors and research leaders in how to lead diverse teams effectively, creating induction and support schemes explicitly designed to support international staff/students (e.g. buddy schemes), and setting up regular workshops to discuss diversity and inclusion (e.g. in collaboration with Radboud University)

- **Diversity in our Science.** Here the focus is on our scientific activities, in recognition that most research in the field of language sciences reflects a very narrow demographic, which misrepresents how most of the world use language. This area also focusses on how to make our research activities (e.g. conferences) more accessible and inclusive. Examples of activities here might include producing guides for diverse and inclusive science and for running accessible events, producing system for rewarding/promoting diverse science (e.g. dedicated slot at Proudly Presents), increasing exchanges/collaborations with universities in under-represented countries, and lobbying funders and scientific organisations to prioritise diverse and inclusive science.

In recognition of the fact that we will need to continually monitor the success of the diversity strategy, to ensure that efforts are cost-effective and not-misplaced, the committee will:

- Regularly solicit feedback from staff (e.g. via a regular survey)
- Collect relevant data on the background of MPI personnel in sensitive and culturally-appropriate manner in order to evaluate effectiveness of strategy overall (e.g. are we attracting more diverse groups of scientists, are we supporting them, are they going onto good jobs after our training?)
- Evaluate progress towards each individual goal via a number of tailored metrics (see appendix II)
- Write a report every 2 years and submit this report to the directorate. The report will include an evaluation of the last 2 year's work, and proposed goals for the next 2 years. A summary of this report will also be included in the Fachbeirat and Research Reports

4. Relationship between the MPI's diversity strategy and gender equalities plan

At the moment, the MPI-PL equalities officers submit an equalities plan to MPG every two years. This plan is focussed on gender equality. Our 2021-2022 plan was recently approved by MPG and awarded a silver level.

MPG is moving away from a focus on gender equality and towards a broader diversity strategy (e.g. with the establishment of the Gender, Talent and Diversity group). Thus, we strongly suspect that by the time the next equality plan is due, the remit will have broadened out into a more comprehensive diversity strategy. In the meantime, the equalities officers, the diversity officer and the diversity committee will work together to implement the gender equality plan and diversity strategy side-by-side.

Appendix I: Draft Job description of Diversity Officer

We are looking for a committed Diversity & Inclusion Officer who will support the development of the Institute's Diversity and Inclusion (D&I) strategy, promote the Institute's D&I developments and organise activities and training.

Job description

- Chair the Institute's Diversity Committee.
- Together with the committee, formulate a strategic policy and plan of action on Diversity and Inclusion throughout the Institute, and help implement this policy and plan.
- Promote awareness and expertise in the area of Diversity and Inclusion, which can be done by organising events, presentations, training programmes and workshops in cooperation with external and internal experts.
- Provide expert advice on various Diversity & Inclusion issues to the Institute and the Directorate.
- Develop inclusive procedures and working methods within the Institute and implement these in cooperation with all departments and groups
- Provide support to staff and student networks and other grassroots initiatives.
- Promote knowledge exchange and expertise development by participating in national and international networks of diversity officers.
- Promote social safety and community building in the working environment.
- Promote an attitude of transparency, openness and curiosity, enabling all employees to feel valued and respected and to develop their full potential.

Appendix II: Diversity and Inclusion Goals 2022-2023

Below are the suggested goals for change that the working group proposed. Many of our goals apply to more than one area of change, since change in one area often has consequences for another. Each goal is accompanied by a) a recommended implementation method, in recognition that these goals can only be achieved by concrete actions and b) a recommended evaluation strategy, in recognition that that we need to monitor the effectiveness of our initiatives in order to ensure that our efforts are not misplaced.

Time scale:

- Short-term: 1-2 years
- Medium term: 3-5 years
- Long term: 5-10 years

Area(s) of change	Goal	Implementation	Evaluation	Timescale
All	Recruit paid D&I officer	Agree budget, create profile, advertise post etc.	Person in post within 12 months	Short-term (long term secure MPG funds for this role)
All	Appoint D&I committee to implement strategy	Appointment by directorate	Committee should write a report every 2 years (biennial) which is submitted to Directorate and MPG diversity officer	Short-term
All	Set up a system for monitoring success of D&I initiatives, and to solicit feedback and suggestions regularly from all MPI	1. Create biennial staff feedback survey 2. Set up feedback form on MPI internet for ad hoc comments/suggestions 3. Modify Fachbeirat and Research Reports format to include diversity and inclusion section	Summary of results from monitoring should be included in committee report (see above)	Short-term
All	Create communication routes so that all employees are aware of D&I initiatives	Promote initiatives continually (staff meeting, newsletters, maxintra),	Include questions on awareness in biennial staff feedback survey, and questions specifically asking	Short-term

		include a session on D&I resources in induction, provide regular training/discussion workshops (e.g. on inclusive science writing, events etc.)	what *they* have done to change the way they work	
All	Promote our D&I strategy to the world	<p>Work with Communications team to develop strategy for communicating our initiatives (NB press releases should be tailored to achievements, not promises)</p> <p>e.g. 1. Issue a public statement from the MPI on how to promote diversity in what we study. This can help given that the MPI is an influential body</p> <p>2. Promote awareness of reasons why it is important to have diverse and inclusive research</p> <p>3. Promote awareness of the barriers faced by researchers studying under-represented languages and cultures and measure we are doing to combat these barriers</p>	Assess reach of these strategies (clicks on social media, new likes/followers, visits to websites, record mentions in media)	Short-term (public statement)/ Medium term (creation of broader promotion strategy)
Attracting Diversity	Review and modify recruitment procedure across the board so adverts maximise	HR & D&I committee to develop guidelines (and training?) for a	Annually analyse the background of a) applicants and b) successful candidates	Short-term

	applications from diverse groups, and recruitment procedures are fair and equitable.	start to finish recruitment procedure	(this involves asking people for personal information in application forms!)	
Attracting Diversity/D&I at MPI/Diversity in our Science	Make website more diverse & inclusive	Modify language in website to make it inclusive; ensure pictures model diversity; increase visibility of work-life balance offers on our website	Include questions on success/use in biennial staff feedback survey	Short-term
D&I at MPI	Ensure building is accessible for people with a disability (e.g. who use a wheelchair (bathrooms, microwaves, sinks, kettle, Lab spaces))	Arrange evaluation by specialist company, implement changes	Include questions on success/use in biennial staff feedback survey	Short-term
D&I at MPI	Create a buddy support system for new PhD students	PhD reps to create a buddy system and implement it	Keep records of how many people used system, include questions on success/use in biennial staff feedback survey	Short-term (but rolled out to research staff (and support staff?) long term)
D&I at MPI	Update all documents (internal and external) - modify for use of inclusive language, use of accessible fonts, use of accessible (free, open source) formats	Review all existing documents; create guide for new documents	Assign a group of people to evaluate (sample of) documents (using the writing guide); monitor feedback form on MPI internet for ad hoc comments/suggestions; Review success in Committee's biennial report	Short-term
D&I at MPI	Provide gender neutral toilets (and signs where they are) and bins in every toilet	Ask facilities management to implement this	Provision of gender neutral toilets	Short-term

Diversity in Science/D&I at MPI	Set up annual joint RU/Donders/MPI D&I workshop	Work with RU and Donders diversity groups to achieve this	Record date and topic of workshops, include in Committee's biennial report and Fachbeirat report	Short-term
Attracting Diversity/ D&I at MPI	Create dual career support system	Work with Radboud University careers/diversity office to set up a strategy for this (HR/Operations)	Keep record of queries, successes, failures; Include questions on success/use in biennial staff feedback survey	Medium term
Attracting Diversity/D&I at MPI	Create introduction events (meet and greet type) for all employees (research staff, support staff, students)	Committee to put together a schedule	Include questions on success/use in biennial staff feedback survey	Medium-term
Attracting Diversity/ Diversity in Science	Fund training for specifically PhD students from under-represented groups	Provide paid ring-fenced PhD places; provide 6 month pre-PhD TALENT scholarships to train students; actively search for, and promote, external funding opportunities	HR/Equality officers evaluate composition and destination stats of student body (for Fachbeirat - every 3 years? Or annually?)	Medium-term
Attracting Diversity/ Diversity in Science	Create/advertise remote/online options for internships	Looking into possibilities and ask for approval; making clear on website that open applications for (remote) internships are possible	HR/Equality officers evaluate composition and destination stats of intern student body (for Fachbeirat -every 3 years? Or annually?)	Medium-term
Attracting Diversity/ Diversity in Science	Increase institute-wide involvement in outreach to high schools, e.g. Masterclass Profielwerkstuk	TBC e.g. (Spread the idea throughout institute, e.g. Lab Meetings, MT Meeting)	Report on events included in Committee's biennial report and Fachbeirat report	Medium term
D&I at MPI	Put in place supportive and inclusive induction system for international	Work with Radboud University international office and	Include questions on success/use in biennial staff feedback survey	Medium-term

	staff/students (Diversity at MPI joint goal)	RU/MPG diversity offices to standardise this across campus		
Diversity in Science	Improve the quality of scientific outputs	Create a scientists' guide for doing diverse and inclusive science	Include questions on use of guide in biennial staff feedback survey; report on success of initiative in committees' biennial report	Medium- term
Diversity in Science	Make all events diverse and inclusive	Create guide for events organisers that explains how to promote diversity; add questions about diversity (background, origin), and success of inclusion strategies to audience feedback survey	Include questions on use of guide and success of initiative in biennial staff feedback survey; report on success of initiative in committees' biennial report	Medium- term
Diversity in Science	Increase exchanges/collaborations with other universities within and outside NL (e.g. who not English/Dutch oriented)	Contact alumni, constraints: assign budget for external collaboration; sustainability	Include assessment of diversity of collaborations/partner institutes in Fachbeirat evaluation	Medium- term
Diversity in Science	Reward/support research from staff that is related to/promotes diversity/inclusion	Assign a prize, offer monetary support to projects that work with under- represented groups/language s	Include assessment of initiative in Fachbeirat evaluation	Medium- term
Diversity in Science/D&I at MPI	Have a fixed presentation slot at MPI Proudly Presents related to research and diversity	Collate information to have a clearer overview on what projects might reflect diversity and inclusion views and invite colleagues to present	Record title and topic of each presentation, include in Committee's biennial report and Fachbeirat report	Medium- term

D&I at MPI/Attracting diversity	Provide training on biases and inclusive leadership	Committee to commission a trainer to do regular training (paid for by D&I budget?)	Record how many members have attended and include figures in biennial report	Medium/long-term
Attracting Diversity/Diversity in Science	Appoint more diverse leaders (directors, research group leads)	Directorate to develop scouting strategy that ensures that at least one candidate from under-rep group is included in their recommendations to MPG for directorate/RG posts	More diversity in leadership positions in 10 years' time	Long-term
Diversity in Science	Work to change priorities of funders and scientific organisations to promote diversity	Lobby scientific organisations and funding bodies to promote/invest in projects that promote diverse science and diverse scientists.	More diversity in funding schemes in 10 years' time	Long-term