

	A	B	C	D	E
1	Employee experience				
2	Theme	Aspiration	Action	By who	update June 2010
3	Pre-employment	To keep in balance the % of men and women who apply for jobs .			
4			Continue to monitor the % of women and men who apply for vacancies and identify those posts where occupation segregation by gender is a risk	Head of Personnel	There has been slight shift in the % of men employed, now at 36% (up from 35%) and more men being appointed into posts in health/education, as well as women into science. The new Equality Act will provide an opportunity to make positive discrimination appointments where there is gender predominance and where candidates are rated as equally qualified for the post.
5			Develop 'out reach' activity by establishing links with community groups that represent specialist interest groups in order to provide information about employment opportunities within UW. To provide information and advice about job search and best practice in making applications and attending interviews.	Personnel Advisers and relevant line managers	The working relationship with Stonewall has continued to make an impact on external links and also on policy development internally. Membership has increased of other national and regional networks with a strong focus on diversity and equality issues.
6			Extend off-campus careers fairs to target groups that represent gender/LGBT people. To ensure that groups representing gender groups are notified of careers fairs and that venues are accessible for those who have caring responsibilities and who work part time.	Personnel Advisers and relevant line managers	We have continued to attend career fairs and to provide information to potential job seekers. The Worcester Gaypride event in September 2010 will present another opportunity to reach out to a minority group, to highlight both study and employment opportunities. The SETPOINT and STEM projects in Education are helping to rise awareness of Science careers for women and men.
7			Extend work experience placements and to offer work experience placements to women and men in areas where they are under-represented	Personnel Advisers and relevant line managers	In addition to women in science placements, we have invited males to work in the Nursery.
8			Consider aspects of UW image that portray positive view of employment for both genders and for LGBT. Re-institute IIP logo on adverts and policy commitment strap-line; apply for Stonewall accreditation and 'Tommy's' for parental leave provisions.	Personnel and Marketing	The Stonewall logo continues to included and we will apply for the top 100 employers scheme in 2010. Breast feeding for mothers and baby changing facilities for parents of both genders are signposted.
9			To ensure that the content of the website/information pack is relevant and informative for people of both genders and LGBT; develop information on the web pages that can be reached from the front page and show facilities that are supportive. Facilities to include access to buildings, parking, health and safety, catering and childcare.	Marketing/ILS/Personnel	Information is available and new guidance for applicants has been written.
10			To ensure that information about working patterns is available and the typical annual cycle of work in the organisation is described.	Personnel	This is made explicit in job descriptions, especially if time away from home is required.

	A	B	C	D	E
2	Theme	Aspiration	Action	By who	update June 2010
11	Recruitment and selection	To ensure that men and women have an equal potential to be appointed to posts within UW.			
12			To ensure that all managers who are involved in recruitment and selection of staff attend training in gender/LGBT awareness as part of recruitment and selection training, this should be repeated every three years	Personnel to arrange training/managers to attend	Training has been provided as part of the Team Leaders programme within the Leadership Project to specific department groups and to the open programme. This has provided an opportunity to update managers with current changes, to share good practice and improve current action. Stand alone sessions have also been provided for managers. We have purchased an e-learning programme to deal with recruitment and selection.
13			Application forms - will be available in a variety of formats and will encourage gender and LGBT disclosure. Supporting statement section will give a clear link to the person specification that needs to be addressed for short listing purposes.	Personnel staff	The revised on-line form for job applicants has been operating for several months and provides a more secure and confidential service. All contact is now via email and this appears to be effective and is the 'norm' with many other employers now. The question relating to LGB status is being completed by candidates in most cases but there is not yet enough data to be able to draw any conclusions about the applicant profile. Anecdotally, there does appear to be an increase in the number of people disclosing status other than heterosexual.
14			Job Descriptions and person specifications - for all posts will be checked/discussed with a personnel adviser to ensure gender neutrality of requirements	Personnel staff	This is on-going and will be subject to change in the light of the staff professional development framework, we will be adding the professional behaviours to the person specifications so that all applicants will be aware of the expectations from an early stage.
15			Short listing - a standardised short listing process will be introduced to ensure equity and consistency. 0 = not mentioned at all; 1 = mentioned; 2 = mentioned with examples; 3 = mentioned with many relevant examples. Short listing will always be conducted by a panel and will be checked by a personnel adviser who will confirm/check reasons for rejection of any applicant from the minority gender group and/or LGBT.	Personnel staff	This process is now more commonly used and is effective when there are large numbers of applicants; adverts for academic posts in 2010 have attracted large numbers, over 100 in one case and over 50 in several others, and all of high quality. Shortlists continue to be checked by personnel advisers.
16			Work Related Tasks - these will be agreed in advance with the Personnel Adviser and will be realistic in the light of the role requirements. Clear assessment criteria will be identified and agreed for all work related tasks.	Personnel staff	This continues to develop and has included group discussions, sessions with students, observations of typical incidents; all have been underpinned by a clear assessment framework in order to make comparisons between candidates.

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17			Monitoring at all stages of the recruitment and selection process will be undertaken; applicants, short listed, regrets, interviews, no shows, and appointments.	Personnel staff	We are aware of the types of roles where traditional occupational segregation might occur and we continue to check at short listing stage to be clear about reasons for not being included. Clearer person specifications have assisted in this process. We have followed up candidates who withdraw from the process to check that reasons are not related to gender identity/status.
18			Feedback - will be available at all stages of the recruitment and selection process for all applicants	Personnel staff	The current high volume of applications has meant a delay in being able to provide immediate feedback, but candidates have been assured that it will be forthcoming. One of the major reasons for exclusion on shortlists is the lack of evidence matching the person specification; many applicants do not address every criteria and assume that information 'buried' in personal CVs will be extrapolated by the recruiters. We will be reviewing the academic recruitment programme for 2010 with the Heads of academic institutes and considering a more structured form of application so that applicants have to address each criteria and provide evidence.
19	Induction and probation	To ensure the successful completion of probation by employees of both genders and those with LGB status			
20			To review the induction, probation, and mentoring and coaching policies and procedures to include support for staff and development for line managers.	Personnel/EMB	Induction has been revised and is reviewed after each programme. Probation is also under review in order to support the staff professional development framework which will make clear the expectations and entitlements for staff. Mentoring continues to be provided and is to be evaluated during the next 12 months. Coaching through internal and external mechanisms is also being provided and has a good take-up; there are coaches of both genders.
21			Review of support for relocation for people of both genders and those with LGB status disclosed.	Personnel	This has been reviewed through a staff focus group and additional information is being provided via the website and in guidance for applicants.
22			Seek the views of staff about their experience of induction and probation.	Personnel	This has been conducted through evaluation of induction, from reports of probation, and seeking feedback from exit interviews. We have made changes to these activities but not in respect of feedback that is gender or LGBT specific; the changes will benefit all staff.

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23	Appraisal and staff development	To ensure that employees of both genders and those who are LGBT status are able to participate in and benefit from staff development activities and the appraisal process that underpins it.			
24			Seek input from staff of their views and experiences to date of the appraisal scheme and staff development participation. Revise the appraisal scheme, amendments to include an opportunity to disclose any specific needs relating to gender or LGBT status. Monitor participation in staff development by gender and LGBT to detect any trends.	Personnel	Participation in internal staff development events has been analysed for 08/09 and women and men show levels of engagement in proportion to their number in the workforce at circa 68% for females. 50 % of all women have participated in internal staff development, and over 40 % of all men - a slight difference by gender but this may be balanced by external events for which central monitoring is not yet in place. We do not yet monitor by LGB status as the numbers are very low.
25			Revise training for those undertaking appraisal of staff and to include gender/LGBT awareness section. Training to be updated every 3 years or upon request.	Personnel	Appraiser training is mandatory and includes awareness of gender and LGBT issues. The training will be modified in the light of changes to the scheme as a result of the CPD framework.
26			Revise briefings for all employees prior to R and D meetings	Personnel	Appraisee briefings already take place and will be modified in the light of the new CPD framework during the next year.
27			Measure through staff surveys, and 2 yearly request for update of personal information which includes LGBT question	Personnel	We have included LGB status in the personal data update and so far 3% of the staff have disclosed LGB. Data for the region is not available but local authorities use a national indicator of 6% in their planning, based on same sex households and records of civil partnerships.
28			UW staff and contractors delivering training and support will receive diversity awareness briefing to include gender and LGBT; contractors to provide evidence of this as part of our contractual agreement.	Personnel	External training providers are briefed as part of the specification process and are required to demonstrate their diversity practice.
29			To invite and include staff of both gender groups LGBT to participate in organisational events, meetings, working groups and to provide sufficient notice and information in a suitable format to ensure full participation.	All convenors of such activities	All staff meetings continue to be well attended during the working day; the day of the week has been varied so that those so with part time working patterns can attend. A professorial lecture held in the daytime was well attended and this will be considered for future occasions. Working groups dealing with aspects of institutional performance have been balanced for gender, and several staff of LGB status have been active participants because of their role within the organisation.
30			To ensure that information on training and development opportunities is accessible to staff of both gender groups and LGBT status.	Personnel	The single portal for staff development events has been highlighted in various communications and the participation levels would indicate that there is equal take up between the gender groups.

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31			To provide leadership and management training for both gender groups and for LGBT. This will address the skills required to manage under/poor performance and minimise the potential for complaints of bullying in such cases.	Leadership and Management Project/Personnel	There has been a high level of participation in this training and the gender balance of those attending has been in proportion to the whole workforce which indicates that women are keen to develop this aspect of their careers.

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32	Contribution and recognition	To ensure that the schemes that reward exceptional performance, promotion and other forms of recognition are accessible to both gender groups and to LGBT staff.			
33			To seek the views of staff about the schemes and to reflect this feedback in reviews of the schemes. To ensure that the information on the schemes is available in a variety of formats and application processes and closing dates are reasonable and that heads of departments attend briefings on the operation of the scheme	Personnel and chairs/members of scheme panels	The changes made in 2009 to the process of application and through briefing sessions encouraged more part time women to apply and many were successful. Since 2005, approx 50% of all the female staff have made an application; 43% of all the men employed have made an application.
34			To monitor the outcomes of the schemes to identify the impact on staff of different gender groups and LGBT.	Personnel and chairs/members of scheme panels	The outcomes of the schemes since 2005 has been analysed and this shows that applicants and awards by gender are representative of the workforce, approx 68% of all applicants and awards were made to women. The success ratio of awards to applicants is higher for women at 73 %, and men are at 66%; this may be due to more women forming part of successful team awards.
35			To conduct a pay audit to identify salary and other conditions of staff of different gender groups and LGBT.	Personnel	The Equal Pay group continues to meet and to review the gender balance in each pay band. The trend for more women in the middle/high bands has continued by way of appointment and through re-grading of existing roles. The Equality Challenge Unit has issued new guidance for equal pay audits and this will be considered in the group at the next meeting. The numbers of LGB are low, several are in the higher pay bands.
36			All members of staff who are involved in assessing applications for additional increments/ promotion will receive diversity awareness training on a regular basis	Personnel	Members of panels have been briefed on legal changes and also received reports on the outcomes of their decisions by gender group. Panel members are drawn from mixed gender groups and have reflected the composition of the workforce in general. Senior LGBT staff have also been members of panels
37	Health and wellbeing at work	To ensure that health, well being, absence and flexible working practices take into account the working lives of those employees of different gender groups and LGBT status.			
38			To seek feedback from staff about the impact of these policies and practices on their working lives	Personnel	Feedback has been provide through various mechanisms including queries to the Personnel team. The survey of disabled staff identified that flexible working was highly significant to this group. Clear policy statements for working at home have been communicated, initially linked to adverse weather conditions/swineflu. The Best Companies survey sought views on this and although there was a majority of positive comments about this, there were also some negative views expressed and this will be explored further. The LGB group has continued to meet in the year.

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39			Measure activity levels of women and men in absence, accidents, sickness, occupational health contract maternity, paternity, adoption, flexible working (including home working) policies and procedures.	Personnel	Changes to sickness absence management as a result of the 'fit note' are being monitored by gender and other protected characteristics. The Bradford Index is being applied to several areas and provides transparent monitoring. Accident rates are yet to be analysed by gender but will be for the next report to the Health, Safety and Well being Committee.
40			To ensure that policies and procedures regarding all the above are readily and easily available and included on induction programmes	Personnel	Induction and the webpages have been the principle means of communication with staff about these changes.
41			To ensure that managers receive regular training on interpreting and applying these policies on procedures on a regular basis. Training for initial advisers, mediators,	Personnel	Support is given to managers in responding to health and wellbeing issues and briefings provided where appropriate.
42			To provide enhanced services for improving health and wellbeing of women, men and people of LGBT status.	Personnel	There have been two well being fairs in the last 12 months for staff and students; information has been provided for gender specific issues, and LGB. The charity of the year has been the Worcester Breast Campaign and this has also provided information to staff about the for need health checks. Prostate screening was also publicised. There will be more wellbeing activities in 2010/11. We have been considering the scope of a policy relating to domestic abuse.