

	A	B	C	D	E
1	Employee experience				
2	Theme	Aspiration	Action	By who	Progress as at June 2009
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	Reports are made annually of the recruitment activity and progress to date shows that the balance has continued to reflect the overall composition of the work force.
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	We have developed a working relationship with Stonewall that has had an impact on external links and also on policy development internally; we have also participated in other national and regional networks that have a strong focus on diversity and equality issues. Both women and men who have spent time out of the workforce have been provided with job search advice.
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 attended employment based careers fairs where single gender school children have been present and those returning to work following time as a carer or long term unemployed.
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	We have promoted placements in Science for women to work alongside senior technical staff who are also female.
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	We have displayed the Stonewall logo but decided not to pursue Tommy's. We have posted signs to identify where breast feeding is welcome, and also have baby changing facilities for parents of both genders.
9			To ensure that the content of the website/information pack is relevant and informative for people of both genders and LGBT; develop a micosite/information pack of 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	The flexible working that is offered is valued and this is posted on the externally available website along with carer leave arrangements and the other issues mentioned. There are also links to other websites providing useful information. We have added information relating to LGB issues following discussions and advice with Stonewall.
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.
11	Recruitment and selection	To ensure that men and women have an equal potential to be appointed to posts within UW.			

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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	This addressed in training for managers which reflects the current legal situation and best practice. There is a baseline e-learning diversity programme that is mandatory for all who undertake 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	We continue to monitor for gender and have recently added LGBT status. The proportion of men and women who apply remains similar to those currently in the workforce. We do not yet have enough data to monitor for LGBT status. A revised on-line application system is under development and will encourage applicants to provide more information relevant to the post and improved functionality so that all who apply will find it more straightforward to use.
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 undertaken by personnel advisers in conjunction with line managers to ensure that requirements relating to shift working and travel, for example, are justifiable and expressed in gender neutral terms.
15			Person specifications will indicate: a hierarchy of the essential elements and also which will be included in the short listing process and how each element will be tested for evidence (AF = Application Form, I = Interview, WRT = Work related task, P = presentation) thus providing candidates with ample notice of work related tasks in the selection process.	Personnel staff	We have developed a standard template for guidance of managers using this process and many have adopted this, although it is not yet mandatory.
16			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	Many have adopted this, although it is not yet mandatory. We continue to monitor short listing decisions through the personnel advisers.
17			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 has been an area of development and we now use a variety of selection methods most of which have been 'tested out' on existing staff of both genders prior to use. Each selection programme gives candidates the same order of activity with tests prior to interview.

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18			Monitoring at all stages of the recruitment and selection process will be undertaken; applicants, short listed, regrets, interviews, no shows, and appointments.	Personnel staff	This continues to be reported and we have examples of where traditional occupational segregation has been challenged; this includes male staff includes in the Nursery pool, an increase in the proportion of men working in administrative roles, senior technical/supervisory roles filled by women; males employed as cleaners where this was predominantly a female occupation; females appointed in the grounds team; women in the security team; male counsellor;
19			Feedback - will be available at all stages of the recruitment and selection process for all applicants	Personnel staff	This is valued by women and men and has prompted many to re-apply
20	Induction and probation	To ensure the successful completion of probation by employees of both genders and those with LGB status			
21			To review the induction, probation, and mentoring and coaching policies and procedures to include support for staff and development for line managers.	Personnel/EMB	New staff are made aware of the support for carers and LGB during induction through various programmes - short induction, corporate and departmental. Probation is currently under review and will be revised during 2009/10. Mentor training is now mandatory and mentor selection made on the basis of most appropriate person for the probationee.
22			Review of support for relocation for people of both genders and those with LGB status disclosed.	Personnel	The relocation policy is sensitive to the needs of women and men who relocate, some with carer responsibilities, and has been applied using gender neutral principles.
23			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.
24	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.			

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25			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	We have made some modifications to the current scheme and a major review is being planned in the light of the development of a CPD framework to include all occupational groups that will set out the expectations and entitlements for employees undertaking staff development. This review will be undertaken in 2009/10 and a process of consultation is underway. We have been monitoring staff development take up by gender with no specific trends noted to date. LGBT status is being sought at present and will form part of the monitoring exercise. We have provide some training for minority groups in HE, for example for women wishing to develop their careers to a higher level.
26			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.
27			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 2009/10.
28			Measure through staff surveys, and 2 yearly request for update of personal information which includes LGBT question	Personnel	We have recently invited all employees to disclose LGBT status and the response rate is encouraging. Those who have LGBT status are willing to disclose.
29			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.
30			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	Institution wide meetings are normally held in the middle of the day when those who work part time and/or have carer responsibilities are able to attend, the day of the week is varied for those who work part week We have been recording some presentations/lectures e.g. inaugural professorial lectures to be made available as pod casts for those unable to attend. We have arranged focus groups for gender groups, carers and LGBT to seek views on the policy for dealing with dignity at work and study. Respondents to other staff surveys have been checked to ensure that those who work part time and members of gender groups are representative of the workforce; where under representation has been identified additional awareness raising has been undertaken.
31			To ensure that information on training and development opportunities is accessible to staff of both gender groups and LGBT status.	Personnel	We have created a single portal for information about internal staff development activities and monitoring shows that there is no difference in take-up between genders/

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32			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	Coaching skills programmes have been provided and are being evaluated for impact. The initial advisers within the dignity at work policy have been briefed on LGBT and sexual harassment issues as part of their training programme.

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33	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.			
34			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	Feedback has been sought and some changes made to the process of application; for example, the cleaning staff who are mainly female and part time have been briefed face-to-face about the schemes as this was the most appropriate method. In some instances closing dates have been extended to meet the needs of carers.
35			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	All schemes have been assessed for impact annually and the results reported to relevant committees. To date there are no gender differences, and it is too early to comment on LGBT as this data is only being collected currently. Feedback has been provided to those who were unsuccessful and this has contributed to success in future years.
36			To conduct a pay audit to identify salary and other conditions of staff of different gender groups and LGBT.	Personnel	We have formed a joint equal pay group with members of the trades unions and meet regularly. Research to date shows that the greatest differences in pay rates between women and men are at the lower end of the pay bands where women predominate, especially those working part time. This form of occupational segregation is a national issue and is often associated with carer responsibilities. We have applied a 'gender proofed' job evaluation scheme to all posts and have confidence that there is no indirect sex discrimination in operation. We have examined the gender balance in all grades and with the last 12 months there has been an increase in the proportion of women in the middle/higher grade levels; this is due to the creation of new posts and the appointment of women to these. The Executive Management Board is majority female, and the Board of Governors has an equal representation of women and men.
37			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
38	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.			

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39			To seek feedback from staff about the impact of these policies and practices on their working lives	Personnel	We have formed a long term focus group of LGBT staff to provide such feedback. Other gender groups have been shorterterm in order to comment on specific issues.
40			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	We have issued new guidance on these issues in the last 12 months and will be introducing further changes to the sickness absence scheme to increase transparency and equity of treatment. All women taking maternity leave in the last 12 months have returned to work, many on reduced working hours, including those at senior levels.
41			To ensure that policies and procedures regarding all the above are readily and easily available and included on induction programmes	Personnel	We have provide this and also updated the website to be the authoritative source. We also refer to external sites of particular interest e.g. pensions when changes were made to include same sex partners as beneficiaries.
42			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	Managers are alerted through various committees and other papers.,
43			To provide enhanced services for improving health and wellbeing of women, men and people of LGBT status.	Personnel	We have appointed a new occupational health service that offers gender specific and LGBT health advice.