

Athena SWAN Action Plan

University of Worcester

1. Strategy, Governance & Culture

Number	Action	Start Date	End Date	Person Responsible	Success Criteria
1.1	Identify three key areas of priority in relation to equality, diversity and inclusion in our strategic plan and identify potential barriers to recruitment and career progression for these groups – BME under-representation is envisaged as an area of priority	Dec 2017	Dec 2018	Vice Chancellor	New strategic plan in place which clearly articulates the University's commitment to inclusion and the priority areas
1.2	Establish E&D Strategic Group	Jan 2018	Sep 2018	Deputy Vice Chancellor	New group in operation for 2018/19; chair identified; membership and terms of reference established.
1.3	New E&D Framework and Objectives established – the current framework is due for review and will need updating in line with the new strategic plan	Sep 2018	Sep 2019	Chair of E&D Strategic Group	New E&D Framework and associated objectives formally approved.
1.4	Establish new E&D working groups in the areas identified in the Strategic Plan; it is envisaged this will include a Race Equality Working Group	Jan 2018	Dec 2018	Chair of E&D Strategic Group	New working groups established with clear membership and terms of reference.
1.5	Review and revise title, membership and terms of reference of the SAT: <ul style="list-style-type: none"> • rename as the Gender Equality Working Group • increased representation of male and part-time staff • representation from Art & Design • representation from Board of Governors • establish “reserves” for those with a specific role (e.g. AS Champion) to 	Jan 2018	May 2018	Chair of SAT	New title, membership and terms of reference established at the next meeting of the SAT in Jan 2018; new membership in place by second meeting in May 2018.

	<p>broaden expertise, to support succession planning and to ensure wider distribution of workload</p> <ul style="list-style-type: none"> • specify role of group to oversee the implementation of AS action plan • specify role of group to further raise awareness of Athena SWAN Charter • specify role of group to advise departments on AS award applications 				
1.6	Establish a Carers' Network to examine how support could be given across the care life cycle	Jan 2018	Sep 2019	Chair of SAT	Network established. Network to: feed into E&D Strategy Group; review relevant policies and make recommendations for development; establish a programme of awareness-raising.
1.7	Establish a timetable for submissions for AS and other relevant awards	Jan 2018	Dec 2018	Chair of SAT	Timetable for further institutional and departmental applications established
1.8	Submit for Departmental Silver Award in a minimum of 2 departments	Jan 2019	Nov 2021	Chair of SAT working with Heads of Institute	Applications submitted, likely in Nov 2020 and Nov 2021.

2. Policy & Practice

Number	Action	Start Date	End Date	Person Responsible	Success Criteria
2.1	Review of the EIA process to ensure that there is a consistent approach to their application, ensuring that the documentation is fit for purpose, managers are aware of their responsibilities to complete them and they understand their purpose	Jan 2018	Dec 2018	E&D Lead (HR)	Current process reviewed and revised process in place; training and guidance provided for managers; managers engaging with revised process; evaluation and review of EIA process undertaken identifying all new policy and processes undergoing EIA.
2.2	Develop Trans Equality Policy	Jan 2018	Sep 2018	E&D Lead (HR)	New policy developed and approved; rolled out and reflected in practice across the institution.
2.3	Review the arrangements in place for Bullying and Harassment Initial Advisors, ensure that their purpose is communicated effectively across the University	Feb 2018	Sep 2018	Director of HR	General communication strategy to raise awareness of these roles in place; guidance for managers developed; advisors being used appropriately and in a timely fashion.
2.4	Ensure effective roll out of new policy on fixed term contracts and associated guidance (e.g. on redeployment)	Dec 2017	Dec 2018	Director of HR	New policy reviewed after a 12-month period and its ongoing equality impact assessed; guidance documents widely used and embedded in relevant training; staff on fixed-term contracts more effectively re-deployed
2.5	Review our recruitment strategy with a particular focus on: <ul style="list-style-type: none"> • BME applicants • Recruitment in specific areas – focusing on Education, Nursing, Midwifery, Allied Health Professions, Psychology, Business & 	Jan 2018	Dec 2018	Recruitment Lead (HR)	Review a sample of historic shortlisting data; complete 12-month review of recruitment in specified areas; recommendations made as appropriate.

	Management, Computing • Shortlisting				
2.6	Review and revise appraisal processes	Feb 2018	Jun 2019	Director of HR	Review scheme in summer 2018; finalised scheme to be launched in summer 2019
2.7	Update all relevant policies to include specific reference to Trans	Sep 2018	Sep 2019	E&D Lead (HR)	Updated policies in place.
2.8	Review the process for appointing maternity/adoption cover posts to ensure that there is opportunity for handover at either end of maternity/adoption leave	Jan 2018	Sep 2018	Director of HR	Significant majority of maternity/adoption cover posts in place 1-month ahead of leave being taken with a minimum of 1-month handover at the end (recognising that changes in leave taken will impact on this).
2.9	Review mentoring scheme to assess impact and effectiveness	Jan 2018	Sep 2019	Staff Development Lead (HR)	Review complete; recommendations from review acted on.
2.10	REF 2021 E&D Group to inform development of Code of Practice for Staff Selection in REF 2021	Jan 2018	Dec 2018	Deputy Pro Vice Chancellor Research	Code of Practice finalised (date may vary dependent on the requirements of REF 2021) and fully reflective of E&D.
2.11	Evaluate effectiveness of the new research mentoring scheme	Jan 2019	Sep 2019	Deputy Pro Vice Chancellor Research	Scheme launched in Jan 2018; evaluation undertaken after 1 year of new scheme; report and recommendations for future of the scheme submitted to Research Committee in Jun 2019; revised scheme in operation and staff engaging
2.12	Review the arrangements in place for career breaks, and develop a formal policy and guidance, along with appropriate support for managers and communication methods	Sep 2018	Sep 2019	Deputy Director of HR	New policy approved and in place; associated guidance available and associated training if appropriate.
2.13	Develop clear frameworks for the delivery of outreach that will support consistent and transparent reporting of staff engagement	Sep 2018	Sep 2019	Director of Access & Inclusion	Framework established; data on participants and staff engagement collected.

	and participant data				
2.14	Review Flexible Working Policy and amend to reflect specific challenges of transitioning from part-time back to full-time work	Sep 2018	Sep 2019	Director of HR	Revised policy approved and in operation; revised policy communicated effectively to staff.
2.15	Develop guidance for those transitioning back to full-time work drawing on best practice (e.g. guidance from Daphne Jackson Trust)	Sep 2019	Sep 2020	E&D Lead (HR)	Guidance developed; guidance communicated effectively to staff.

3. Career Progression

Number	Action	Start Date	End Date	Person Responsible	Success Criteria
3.1	Address recommendations of the HPL project	Jan 2018	Dec 2018	Deputy Vice Chancellor	The project has only just been concluded and its recommendations are being finalised; our action plan will be updated when the recommendations are finalised and there is greater clarity on responsibility for specific recommendations and target dates.
3.2	Explore the creation of an Associate Professor role to bridge the gap between Senior Lecturer/Principal Lecturer and Professor	May 2018	Jan 2019	Deputy Vice Chancellor	New role established and part of annual promotions process; staff supported to apply for new role.
3.3	Develop career pathway for research staff	Sep 2017	Jan 2019	Deputy Pro Vice Chancellor Research (with Deputy Vice Chancellor)	Consultation on pathway undertaken with research staff (through Research Staff Forum and other routes) and relevant unions; pathway reviewed and approved by relevant committees for implementation in summer 2019.
3.4	Develop career pathway for teaching staff	Sep 2018	Jan 2020	Director of Quality & Educational Development (with Deputy Vice Chancellor)	Consultation on pathway undertaken with teaching staff and relevant unions; pathway reviewed and approved by relevant committees for implementation in summer 2019.
3.5	Actively identify and support female staff at appropriate levels to apply for professorial title	Dec 2017	Jun 2018 (and ongoing)	Deputy Pro Vice Chancellor Research (with Heads of Institute)	Female staff identified by DPVC Research in collaboration with Heads of Institute; mentoring and support put in place for these staff as appropriate; increase in number of females applying for promotion to Professor.

3.6	Develop further guidance for Heads of Institute and Department for how to support part-time staff to enable them to develop and apply for promotion	Dec 2017	May 2018	Deputy Director of HR	Guidance developed; Heads of Institute and Departments engage with guidance; increase in numbers of part-time staff applying for promotion.
3.7	Identify potential barriers for part-time staff applying for promotion to G9 and Professor	Jan 2018	Dec 2018	Deputy Director of HR	Project undertaken and completed; recommendations developed for subsequent campaign and/or for revisions to promotion process.
3.8	Develop a campaign targeted at part-time staff around promotion drawing on the outcome of this exercise	Jan 2019	Jun 2019 (and ongoing)	Deputy Director of HR	Campaign launched; increased number of applications for promotion at G9 and Professor from part-time staff.
3.9	An analysis of those on fixed-term contracts, particularly HPLs and research staff	Jan 2018	Mar 2018	Deputy Director of HR	Analysis complete and feeds into statutory gender pay reporting.
3.10	Further analysis of any gap of 3% or higher	Jan 2018	Mar 2018	Deputy Director of HR	Analysis complete and feeds into statutory gender pay reporting.
3.11	Ensure that engagement in outreach activities is an explicit category of evidence in promotion criteria	Sep 2018	Sep 2019	Deputy Vice Chancellor	Outreach an explicit area for recognition in promotion and reward process.

4. Communication & Consultation

Number	Action	Start Date	End Date	Person Responsible	Success Criteria
4.1	Run regular staff surveys relating to key policies and processes – in preparing this application it was clear there are a number of areas we need to know more about; we have identified some specific surveys below but have not yet established a full timetable	Dec 2017	Dec 2021	Director of HR	Develop a timetable for staff surveys (with area of focus and target dates) by Sep 2018; report on survey outcomes to relevant committees (e.g. HR Committee) and to E&D Strategy Group with clear recommendations arising from the survey.
4.2	Run campaign to further raise awareness of Athena SWAN Charter through: <ul style="list-style-type: none"> Renewed poster campaign Lunchtime workshops to provide updates on progress against the action plan and to identify other for development 	Jan 2018	Dec 2018	Chair of SAT	New campaign launched; workshops held and well attended.
4.3	Raise profile of family-friendly leave policies through a “roadshow” and other activities	Jan 2018	Sep 2019	E&D Lead (HR)	Programme of awareness-raising organised; level of raised awareness identified through survey.
4.4	Update HR webpages to ensure that policies and procedures are easily found	Sep 2018	Sep 2019	Director of HR & Director of Communications	New webpages in place; staff using new webpages.
4.5	Review and refresh of recruitment materials	Jan 2018	Dec 2018	Director of HR & Director of Communications	New recruitment materials in place which present an inclusive image.
4.6	Survey for staff on return from maternity leave seeking views on support received from notification of pregnancy to return including e.g. maternity/adoption cover, KIT days	Jan 2018	Sep 2019	E&D Lead (HR)	Survey developed and implemented with all returning staff (Sep 2018); complete report with recommendations for future actions based on survey data (Sep 2019).

5. Data

Number	Action	Start Date	End Date	Person Responsible	Success Criteria
5.1	Implementation of new HR system	Sep 2017	Sep 2019	Director of HR	New HR system identified through procurement process (reflecting the needs specified in this action plan); system implemented and in place; system provides high-quality reporting on E&D data.
5.2	Improve collection and reporting on E&D data for recruitment: <ul style="list-style-type: none"> • Collect and report on shortlisting panel data by gender and other protected characteristics • Report on interview panel data by gender and other protected characteristics • Collect and report on recruitment data intersectionally 	Apr 2018	Sep 2018	Recruitment Lead (HR)	New data collected for all new recruitment from Apr 2018; pattern of reporting to HR Committee established.
5.3	Review and revision of exit survey to ensure capture of additional data (e.g. grade, department)	Sep 2018	Jan 2019	Director of HR	Review of exit survey complete; revised exit survey in place and being used; improved response rate for the survey.
5.4	Develop central process for recording whether appraisal has taken place	Jan 2018	Jun 2018	Director of HR	Centralised process developed and in place for appraisal across summer 2018.
5.5	Collect E&D data for staff development workshops	Jan 2018	Sep 2019	Staff Development Lead (HR)	Data on workshop attendance to include E&D data; this data to feed into new HR system.
5.6	Add data on all flexible working requests to the HR system	Dec 2017	Jun 2018	Director of HR	Data added; reports to HR Committee on this data to include E&D data.

5.7	Collate data on staff engaged in outreach centrally by grade and gender	Sep 2018	Sep 2019	Director of Access & Inclusion	Process for collecting data in place; data collected for 2018/19.
5.8	Collect data systematically on presenters at conferences, workshops, lectures and other public events by gender	Dec 2017	Sep 2018	Director of Communications and Participation	Data collected and reported on according to an agreed timetable.
5.9	Record KIT Days centrally	Jan 2018	Sep 2018	E&D Lead (HR)	Data collected and reported on according to an agreed timetable.

6. Training & Development

Number	Action	Start Date	End Date	Person Responsible	Success Criteria
6.1	Enhance training offer and develop further factsheets/guidance for line managers in relation to HR Policies and Procedures	Dec 2017	Sep 2019	Staff Development Lead (HR)	“Skills Gym” expanded; guidance documents in place; line managers engaged with training and guidance.
6.2	Develop HPL-specific induction in all institutes and monitor attendance	Jan 2018	Dec 2018	Staff Development Lead (HR)	HPL-specific induction in place in all institutes, high proportion of HPL staff attending; induction subject to evaluation.
6.3	Develop suite of training and awareness raising for staff around Trans	Sep 2018	Sep 2019	Staff Development Lead (HR)	Training and associated guidance developed and implemented; staff engaging with training and guidance.
6.4	Further develop the programme of development for “Emerging Researchers”	Jan 2018	Sep 2019	Researcher Development Officer (Staff)	Consult on development of programme through Emerging Researchers Research Café; pilot new programme in 2018/19; evaluate in summer of 2019 and launch full programme in Sep 2019.
6.5	Roll out Trans Education and Support Programme to wider student groups drawing on HEFCE Catalyst funding awarded to support this project	Jan 2018	Jun 2019	Project lead	Programme in place for student groups across the institution but particularly those in areas such as education, health, sports coaching.
6.6	Develop Guidance for Managers on use of KIT days	Sep 2018	May 2019	E&D Lead (HR)	Guidance developed and being used; increased uptake of KIT days reflected in reporting (see action 5.9).
6.7	Development of further guidance and advice for managers and other staff involved in decisions about pay with particular focus on starting salary	Sep 2018	May 2019	Deputy Director of HR	Guidance developed and being used.