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|  | **Objective** | **Actions** | **Timescales** | **Responsibility**  | **Success Measures** |
| **1. Improve gender equality measures** |
| 1.1 | Increase the proportion of women in senior and leadership roles in the Faculty | Review communications about flexible and part time working arrangements in Institutes to ensure they are communicated openly and supportively; | August 2013 | Faculty Manager  | Ask Institute Managers and SET committees for copy of communications, review induction documentation for new starters; |
| 1.2 | If the above is not covered consistently within Institutes develop faculty-level internal web pages for ‘Family Support’ linking to the relevant SWAN sections of Institute pages and ensure these are incorporated in induction documentation for new staff; | October 2013  | HR Network Lead  | Ask HR network members if they are aware of the new pages, provide links in Faculty newsletters and encourage SET members to disseminate and populate;  |
| 1.3 | Establish a committed and engaged cross-faculty SWAN network to support those writing submissions, to build a presence for the agenda at all levels and to share good practice; | By November 2013 | HR Network Lead | Publicise the network in the Faculty newsletter to generate interest, establish at the first meeting the most appropriate forum for support to and beyond the November submission date; |
| 1.4 | Deliver faculty level communications to ensure appraisers fully support women taking maternity leave or career breaks; to be communicated within Faculty level reminders on annual appraisal;  | Announced April 2013, implemented August | Faculty Manager  | Ask SET committees to evaluate at the end of the year whether the guidance to appraisers is being used effectively; |
| 1.5 | Review current involvement in managerial and enabling roles and representative bodies and develop a set of actions to ensure appropriate representation and involvement; | September 2013, reviewed in March 2014 | Institute Managers | Faculty to provide Institute Managers with comparative data in September and March on women’s representation in enabling roles and to take further action if necessary to increase participation; |
| 1.6 | Continue to review professorial pay banding for equity and equality disparities;  | On-going | Dean  | The Dean to review professorial pay banding on an annual basis in line with UCL processes and to address equity issues as appropriate; |
| 1.7 | Implement revised promotions processes to ensure all staff are reviewed annually; | On-going | Institute Managers  | Appraisal rates measured by HR; Faculty Manager to review on monthly basis and IMs to ensure data recorded; |
| 1.8 | Review senior promotions data to establish if there are disparities in the number of successful applications from women; | December 2013 | Faculty Manager | Complete the review and report to Institute Managers by Christmas for discussion to inform action plan for 2014/15. |
| **2. Improve BME representation** |
| 2.1 | Improve the conversion rate between applications from BME staff to numbers of BME staff employed across the Faculty | Conduct an audit into disparities in recruitment outcomes for BME candidates and with the aim of building a better understanding of how and why this occurs in FPHS; | December 2013 | Faculty Manager | Audit conducted and reported presented to the HR network and Institute Managers for discussion to inform action plan 2014/15; |
| 2.2 | Encourage succession planning as part of strategic thinking and as a means of developing existing staff from BME groups; | March 2014 | Institute Directors | Institute Directors to build within their strategic plans consideration of succession planning, and to work with the Institute Managers to identify training opportunities for individuals. Review promotions data annually with Institute Managers; |
| 2.3 | Ensure that an appropriate balance of gender and ethnicity is, as far as possible, represented for the trial cohort of the Leadership Development Programme (Future Leaders); | September 2013 | Dean | Dean to review gender & ethnicity representation on cohort at the start of the programme in September, and compare with completion data in July 2014. If necessary consider a revised application process in 2014/15; |
| 2.4 | The Faculty HR Network to commit to consulting with the UCL Race Equality Steering Group to identify further actions to be taken at Institute level. | By end of June 2014 | HR Network Lead | The Network to decide an appropriate cycle of engagement with the Steering Group. |
| 2.5 | Ensure all new staff undertake online E&D training and that staff undertake refresher training every five years;  | By end of June 2014 | Institute Managers | Faculty Manager to request and review data and Institute Managers to discuss measures to improve participation; |
| **3. Improve recruitment practices** |
| 3.1 | Ensure a reasonable balance of representation on recruitment panels for all posts across the Faculty on the basis of gender and ethnicity | Develop a Faculty level pool of staff willing and qualified to be involved in recruitment panels published on the internal pages and including information about professional interests; | From July 2013 | HR Network Lead | By the end of the year have a bank of accurate data on recruitment panel composition and a spreadsheet of staff trained to act as interviewers; |
| 3.2 | Identify cross-Faculty training opportunities not delivered elsewhere (Unconscious bias for grades 1-7 & coaching/ mentoring for specific groups i.e., biostatisticians); | September 2013 | HR Network Lead | Develop a programme of training activities for the forthcoming year, making use of existing resource where possible and publicising as appropriate; measure success at the end of the year as an increase in membership of HR network; |
| 3.3 | Implement processes at Institute level to record and review panel membership and ensure that panels are increasingly diverse (and at the very least UCL Policy compliant). | July 2014 | HR Network Lead | HR network to develop system for recording and deliver training workshop in Autumn term 2013, departmental managers to ensure compliance and Institute Managers to review the year’s panel data in Summer 2014. |