



The
University
Of
Sheffield.

Department
Of
Human
Resources.

Appendix 2: University Female Progression Action Plan: 2012-2015

The University of Sheffield has an excellent track record of working on female progression activity, and our Athena Swan submission and progress on the last action plan demonstrate the real difference we are achieving in increased levels of engagement, coupled with pragmatic action. Our work on female progression is a major part of our wider equality and inclusion work, with our aim of creating a supportive environment for all, and embedding equality and diversity in every process and level.

This action plan has been developed as a result of a raft of activity across the University, with a clear focus on female progression: specifically, the Athena Swan self-assessment process for the University; key themes that are emerging as common from departmental Athena Swan self-assessment processes; the Equality Objectives project work; activities held by the newly launched Women's Network; and the Equal Pay Review.

All of these activities revealed numerous areas of cross-over generally, and specifically in relation to female progression. It is also clear that, in order to achieve the University's KPI of increasing the percentage of senior female academics to 24% by 2016, concerted and focussed effort is required at every stage of the pipeline and across the University. This action plan builds upon a considerable amount of work and high levels of engagement in this agenda that already exist at the University of Sheffield, and on our desire to accelerate this activity.

1 . Governance and Culture Change					
Issue / context	Actions	Responsibility	Measure	Completion Date	Progress log
1.1 There is currently no process for reporting Swan activity to the wider University.	<p>Review terms of reference and membership of existing 'Female Academic Progression Action Plan' Steering Group, to re-focus as University Female Progression Group, with responsibility for this action plan.</p> <p>Develop a clear structure to report to the University's Equality and Diversity Board, which reports directly to Council and is chaired by the FPVC for Science, Professor Tony Ryan.</p>	<p>Assistant Director of HR (Organisational Development) / Existing Female Academic's Progression Action Plan Steering Group</p> <p>Equality and Diversity Board</p>	Clear governance structures and reporting lines are in place.	<p>July 2013</p> <p>February 2013 for EDB proposal agreement / July 2013 for final agreement.</p>	
1.2 All 23 STEM departments in the University are preparing individual	All STEM faculties to convene E&D committees.	HR Faculty managers STEM Faculty PVCs	E&D committees in place in each STEM faculty.	February 2013	

submissions. It is vital we capture and share learning, and support implementation.	Develop clear structure for faculty E&D committees to report activity to the EDB, and to disseminate good practice throughout faculties.	Chairs of faculty E&D committees	Clear governance and reporting lines are in place.	September 2013 (following departmental SWAN submissions in July 2013).	
1.3 Each STEM faculty has developed a network of Athena Swan champions, comprising 1 or 2 people from each department. It is important that this engagement is maximised going forward, to ensure ongoing support for these champions up until, and beyond, individual departmental submissions, in order for activity to be sustained.	Hold 'Champions Clinics' on specific issues – for example, how to embed gender equality in departmental culture, and the effective interpretation of gender data. Put in place on-going support for departmental SWAN champions (eg. through networking and faculty based support), and develop links with faculty E&D committees.	White Rose Project Manager / Senior HR Advisor E&D Chairs of faculty E&D committees	Workshops held and well attended with positive feedback. Clear feedback mechanism in place from champions to faculty E&D committees.	March 2013 March 2013	
1.4 The majority of University activity in	Review existing equality activity in the Faculties	Faculty PVCs for Arts and	Faculties of Arts and Humanities and Social		

<p>relation to female progression is focussed on the STEM faculties, although similar issues can exist in other departments within the faculties of Arts and Humanities and Social Sciences.</p>	<p>of Social Science and Arts and Humanities.</p> <p>Work with and encourage the faculties of Arts and Humanities, and Social Science, to engage with self-assessment, in order to identify their own specific actions.</p>	<p>Humanities, and Social Sciences</p> <p>Faculty HR Managers Senior HR Advisor, E&D</p>	<p>Sciences reviewed current activity</p> <p>Process of self-assessment undertaken and action plans developed</p> <p>E&D committees, or equivalent, established</p>	<p>July 2014</p>	
<p>1.5 The University has a number of action groups and networks which would benefit from co-ordinated reporting structures.</p>	<p>Develop a clear structure to make explicit the links between these groups, and formalise reporting to the EDB.</p>	<p>Senior HR Advisor, E&D EDB</p>	<p>Clear governance and reporting structures are in place and agreed by all groups</p>	<p>July 2013 for EDB agreement</p>	
<p>1.6 In preparation for the REF2014, the University has convened an Equality Advisory Panel, in line with HEFCE's framework, and has committed to undertaking three Equality Impact Assessments. Online</p>	<p>Track online training to ensure all decision makers have undertaken it.</p> <p>Work with the Equality Advisory Panel to make recommendations to the University on potential reductions.</p>	<p>Senior HR Advisor, E&D</p> <p>Assistant Director of HR, Organisational Development Senior HR Advisor, E&D</p>	<p>Increased awareness of personal circumstances that can affect academic careers</p> <p>Proportional inclusion figures in the REF2014 for individuals with personal circumstances</p>	<p>December 2012 and on-going</p> <p>July 2012 and on-going</p>	

training must be undertaken by all staff involved in the selection process, and this is also open to all staff. Heads of Department are asked to raise awareness of personal circumstances with Unit of Assessment managers and individuals who may be affected.	Continue to consult with the trades union on the REF2014, and specifically the actions resulting from the Equality Impact Assessments.	Research and Innovation Services Trades Unions	Data analysis at key stages of the REF2014 process, by sex, race, disability and age	July 2012 – December 2014	
2. Flexible working / support for parents					
Issue / context	Actions	Responsibility	Measure	Completion Date	Progress log
2.1 The University is reviewing its' Women Academic Returners Scheme and the maternity leave policy and guidance, to ensure the best support can be given to individuals.	Review the maternity policy, and maternity/return to work guidance for both managers and staff, and make recommendations to the University. Develop a checklist for managers and staff to act as a framework for discussion.	Assistant Director of HR, Organisational Development Senior HR Advisor, Leadership and Management Development	Guidance and planning documents published on the website. Awareness raising 'roadshows' implemented across the faculties.	March 2013 July 2013	

<p>2.2 The University held a 'Children and Academia' event in May 2012. A number of themes and requests emerged from this event:</p> <ul style="list-style-type: none"> - The focus seems to focus too narrowly on maternity and academic staff - More information and support should be available for women going on maternity leave, e.g. guidance re. flexible working options, keeping in touch days, and training for managers in implementing 'equality policies' such as maternity and flexible working is 	<p>Re-brand this initiative as 'Parents In Academia' to reflect inclusion wider than just maternity, and change webpages to reflect this.</p> <p>Develop and publish case studies to be added to the 'Parents in Academia' website.</p> <p>Add a section to the 'Parents in Academia' website on maternity leave guidance for students, linked to Student Services webpages. Develop guidance for supervisors of pregnant PhD students.</p> <p>Integrate a 'Parents in Academia' network with the existing 'Parent Researcher's' Network in the medical school, and widen its scope to</p>	<p>Female Progression Group Senior HR Advisor, E&D</p> <p>Female Progression Group</p> <p>Student Services Female Progression Group Senior HR Advisor, E&D</p> <p>Female Progression Group / co-ordinator of existing 'Parent Researcher's' network</p>	<p>Webpages changed to reflect re-branding</p> <p>Range of case studies published</p> <p>Guidance for students developed and on Student Services webpages, linked to from 'Parents in Academia' pages</p> <p>Both networks integrated, and well attended events held every quarter. Thriving network with high attendance, and usefulness to parents reported back to</p>	<p>December 2012</p> <p>July 2013</p> <p>July 2013</p> <p>Events in December 2012 and March 2013 and quarterly thereafter</p>	
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<p>needed.</p> <ul style="list-style-type: none"> - Requests for a Parents' Network, where parents can provide support to each other, share their experiences and relevant information - Requests for further events; and the development of an electronic forum. 	<p>across the University. Hold one networking event per quarter.</p> <p>Develop an informal buddy system for support for women returners from maternity / adoption leave.</p>	<p>Female Progression Group / co-ordinator of existing 'Parent Researcher's' network Senior HR Advisor, Staff Development</p>	<p>Female Progression Group.</p> <p>Buddy system in place.</p>	<p>March 2013</p>	
<p>2.3 A key theme emerging from Athena Swan departmental groups is the desire for holding meetings within core hours of 9.30 – 4.00, to accommodate carers and parents.</p>	<p>Faculties to consider this as part of their Athena Swan activity.</p>	<p>Athena Swan champions / self-assessment groups Faculty E&D committees</p>	<p>Issue considered and statements published Culture of holding meetings in core hours, where possible</p>	<p>July 2013 and on-going</p>	
<p>2.4 Discussions at a Women's network event in October 2012</p>	<p>Review existing statement on adverts re: part-time working /</p>	<p>HR: operations team</p>	<p>Statements changed in adverts</p>	<p>July 2013</p>	

raised the issue of 'part-time working' statements on job adverts. People felt that the existing flexible working statement did not make it clear that part-time working will also be considered.	flexible working to specifically reflect this. Ensure recruiting managers are aware of this	Recruitment and Selection co-ordinators	Change communicated via the Recruitment and Selection co-ordinators network		
3. Feeding the pipeline					
Issue / context	Actions	Responsibility	Measure	Completion Date	Progress log
3.1 The University has had a senior women's mentoring scheme – Futures - since 2009/10, with 36 staff and all 8 PVCs having participated in the scheme. This is currently being reviewed, to ensure it is fit for purpose, with the potential to include a number of targeted seminars.	Review the Futures mentoring scheme and recommend changes, as appropriate. Implement the scheme.	Senior HR Advisor, Staff Development	Scheme Revised and supported by PVCs Pilot framework in place Increase in proportion of women on decision making bodies	July 2013 July 2013 July 2014	
3.2 The Impact	Keep offering and	Senior HR	Successful scheme	December	

<p>mentoring scheme, aimed at female grade 8 lecturers across all faculties was piloted in 2008/09 and has run successfully since 2009/10, during which time 51 mentees and 35 mentors have participated in the programme. Recent feedback to the University's Athena Swan task and finish self-assessment group about this scheme is excellent.</p>	<p>supporting the scheme, and monitor effectiveness.</p> <p>Matching for 2012/13 to take place December 2013</p>	<p>Advisor, Staff Development</p>	<p>continues to run, with excellent feedback.</p> <p>Programme evaluation continues to report an increase in mentees' confidence and, where relevant, successful promotion applications</p>	<p>2013 and ongoing</p>	
<p>3.3 White Rose Project Development Manager has drafted a proposal to develop a mentoring scheme for senior women, as part of the Women in Leadership Network (see 5.1) across the three White Rose</p>	<p>Gain agreement for the proposal from 3 VCs (White Rose Executive Board) January 2013</p> <p>Set up of mentoring scheme at a senior level across the White Rose Universities – identify participants, train</p>	<p>White Rose Project Development Manager</p>	<p>Senior women across all 3 Universities participating in the scheme. Pilot evaluation completed.</p>	<p>March 2013</p>	

Universities.	mentors and mentees				
3.4 In addition to centrally run mentoring programmes, a number of other programmes exist across the University for technical staff, clinical academics, researchers and support staff. Also, it has been recognised that role based networking and mentoring, for both men and women, is beneficial for eg. the researcher mentoring programme began in MDH in 2010 and is now university-wide with 40+ mentoring pairs on-going at any time.	<p>Continue to support existing mentoring schemes, and work in partnership to develop new ones.</p> <p>Establish a mentoring network across the University, to identify, share and embed good practice and further develop mentoring skills.</p>	HR Advisor, Staff Development	<p>Mentoring continues to be seen as a positive mechanism to supporting individuals in the workplace.</p> <p>An increase in uptake and communications of mentoring programmes.</p>	July 2014	
3.5 The recent Equality Objectives project has identified	Hold a number of targeted workshops, and commission online	Assistant Director of HR, Operations	Online testing and workshops delivered to all involved in the	January 2013	

<p>the need to pro-actively 'recruit for difference' if we are to rebalance the workforce, and of the importance of Unconscious Bias in this.</p>	<p>testing for all staff involved in Recruitment and Selection for the recent Vice-Chancellor's Fellowship Scheme.</p>	<p>Senior HR Advisor, E&D Faculty PVCs</p>	<p>shortlisting process.</p>		
	<p>Audit recruitment and selection processes to identify potential points where Unconscious Bias may occur.</p>	<p>Assistant Director of HR, Operations</p>	<p>Processes audited; recommendations instigated</p>	<p>July 2013</p>	
	<p>Consider the creation of 'Directors of Talent' to actively develop relationships with early career personnel.</p>	<p>Assistant Director of HR, Operations</p>	<p>'Directors of Talent' roles developed, if appropriate.</p>	<p>July 2013</p>	
	<p>Develop styles of recruitment and selection to deliver benefits of diversity, and give specific consideration to recruiting in cohorts.</p>	<p>Assistant Director of HR, Operations Equality Objectives project Group</p>	<p>Increase in applications and appointments from females and MEO staff.</p>	<p>November 2014 and on-going</p>	
<p>3.6 Networking for women – to provide</p>	<p>Work in partnership with the Women's</p>	<p>Senior HR Advisors for Staff</p>	<p>Series of targeted sessions held for</p>	<p>March 2013</p>	

<p>internal support systems – is vital, and women only training in also beneficial. Many women have told us they would like more career development around, for example, resilience training, confidence building and dealing with the media for senior female academics. This type of training has already been piloted in STEM faculties, and has received excellent feedback.</p>	<p>Network and Female Professor's Network to identify and support the running of female only sessions for STEM.</p> <p>Continue to run women only training centrally, open to all.</p>	<p>Development E&D Women's Network</p> <p>Senior HR Advisor, Staff Development</p>	<p>women, via the Women's Network</p> <p>Central training sessions well attended with positive evaluations</p>	<p>On-going</p>	
<p>3.7 The University has achieved the Excellence in Research Award, and has identified specific actions to support Concordat Principle 6 – Equality and Diversity.</p>	<p>Work with the Doctoral Researcher Development Committee Sub-group to ensure work on female progression complements and supports work related to supporting contract</p>	<p>Assistant Director of HR, Employee Relations Senior HR Advisors, Leadership, Management and Development,</p>	<p>Researcher staff (in particular those going on and returning from maternity leave) are fully represented in on-going events (such as 'Parents in</p>	<p>On-going</p>	

	research staff.	and E&D	Academia' events).		
3.8 The University has a number of staff on fixed term contracts: when contracts are nearing an end date, the University is obliged to consult with trades unions over potential redundancies. As part of this process, equality data is considered quarterly. Over the previous 18 months, the figures for fixed term contract staff being retained are increasing.	Continue to work with trades union colleagues to consider equality data in relation to fixed term researchers. Ensure change management policies take account of equality data, via an equality impact assessment process.	Assistant Director of HR, Employee Relations Senior HR Advisors, E&D, and Professional Services Team	Continued engagement of trades unions colleagues in the equality data Equality Impact Assessments (EIAs) undertaken as part of change management activity.	On-going	
4. Building Capability					
Issue / context	Actions	Responsibility	Measure	Completion Date	Progress log
4.1 The Equality Objectives Project has identified the need for training for all managers in	Develop mandatory training for managers on implementing policies and supporting staff with different	Assistant Director of HR, Organisational Development Senior HR	Management training in place with equality and diversity a central component	July 2014	

<p>implementing 'equality related' policies, specifically around maternity, paternity, flexible working, etc. The University Executive Board and University Council have agreed that mandatory management training be developed.</p>	<p>needs and from diverse backgrounds and circumstances.</p>	<p>Advisors, E&D and Leadership and Management Development EDB</p>			
<p>4.2 The University has an excellent Leadership programme that targets leaders at all levels in the University. Some feedback has been received that E&D is not explicit in the programme.</p>	<p>When reviewing / evaluating the 'Sheffield Leader', actively identify where there are opportunities to include specific reference, or work related, to E&D.</p>	<p>Senior HR Advisor, Leadership and Management Development.</p>	<p>60% of guest speakers are either: women, or members of groups with Protected Characteristics.</p> <p>Diversity of participants reflects the University profile</p>	<p>On-going</p> <p>August 2013 and on-going (incorporated within the annual review)</p>	

5. Awareness raising					
Issue / context	Actions	Responsibility	Measure	Completion Date	Progress log
<p>5.1 The Project Development Manager for the White Rose Consortium (Universities of Sheffield, Leeds and York) is based at the University of Sheffield. It is vital that the University works with the White Rose Consortium agenda in order to identify areas for partnership working, and to facilitate the sharing of good practice across the three universities.</p>	<p>Develop a process to ensure the University Female Progression Group is aware of, and works with, the White Rose Consortium Development Manager.</p>	<p>Assistant Director of HR, Organisational Development Senior HR Advisor, E&D</p>	<p>Clear lines of communication are in place.</p>	<p>July 2013</p>	
	<p>Develop a Women in Leadership Network across the three universities.</p>	<p>White Rose Project Manager Senior HR Advisor, Staff Development</p>	<p>A framework for the women's network is in place. Events are held at the 3 universities, with appropriate evaluation process is place.</p>	<p>March 2013 and on-going</p>	
<p>5.2 The newly formed Women's Network has a groundswell of support and high</p>	<p>Develop a programme of network and consultation events, with external speakers,</p>	<p>Women's Network</p>	<p>Varied programme agreed. Well attended events. Increased</p>	<p>March 2013</p>	

levels of engagement, and we must build on this momentum.	and invite members of the wider University community. Publicise the network.	Women's Network	engagement with the network. Network website developed.	November 2012	
5.3 During the last 2 years, events for International Women's Day have been arranged by individual members of staff; there is an opportunity however to use these events to build wider relationships.	Integrate activity related to International Women's Day with wider City of Sheffield activities, and publicise widely.	White Rose Manager Women's Network Senior HR Advisor, E&D	Well attended event held, in partnership, at the Town Hall Attendees able to build external networks	March 2013	
5.4 The University has commissioned a photographic exhibition – Portrait of a Woman – profiling a number of University of Sheffield women, which was launched in September 2012. This is the first stage in the project, which includes a	Put the photographic exhibition online and publicise widely. Ensure the competition is publicised widely within and outside of the University, and across the sector.	Assistant Director of HR, Organisational Development	Exhibition is online and widely publicised Competition winner is widely publicised, especially across the sector	December 2012 On-going	

competition to have a portrait painted and hung in the University.					
5.5 The university should take every opportunity to showcase the work of Women in STEM, and celebrate achievements.	Work with the Internal communications and publicity teams, and public relations teams, to ensure consideration regarding female progression in STEM is given to all publicity and images, and to actively identify achievements of women in STEM.	Senior HR Advisor, E&D Head of Corporate Communications	Communications staff aware of the importance of images of women in STEM, and increase in the number of articles etc. of women in STEM in internal publications.	December 2013 and on-going	
6. Data					
Issue / context	Actions	Responsibility	Measure	Completion Date	Progress log
6.1 The University has a number of 'non-disclosures' in relation to Equality Data.	Review existing data collection processes to identify when and how EO data is collected, and identify opportunities to improve data collection.	Director of HR Senior HR Advisor, E&D Business Solutions Team (HR)'re	Existing processes reviewed and changes made as appropriate	July 2013	
	Review existing messages on webpages around the reasons for gathering equality data;		Existing messages improved; discussed and encouraged as part of Faculty	July 2013	

	ensure increase in disclosure is part of faculty action; work with trades unions to encourage disclosure rates.		Executive Board Meetings; joint work undertaken with the trades unions. Increase in the disclosure rates and quality of equality data	On-going	
6.2 The year on year promotions data for the University shows a positive outcome for female academics. However, it may be masking a discrepancy regarding the length of time men and women remain within a particular role / grade before progressing.	Give consideration to the length of time men and women remain within a particular role/grade, before progressing. Give consideration to the appropriateness of developing a University KPI around the progression rates of female academics.	Head of Employee Relations, HR Director of HR University Executive Board EDB University Council	Any discrepancies between men and women identified and actions considered. Potential new KPI relating to female progression	December 2013 December 2014	
6.3 Workforce profile analysis will help faculties and departments set equality targets.	Embed workforce metrics in the HR 'people plans', paying specific attention to academic women at each stage of the	Tracy Wray, Assistant Director of HR, Operations.		November 2012	

	<p>pipeline.</p> <p>Train HR staff in equality data analysis, to increase confidence and capability when reviewing data.</p> <p>Consider data training for the Female Progression Group, Faculty E&D committees and departmental 'Athena Swan' champions.</p>	<p>Tracy Wray, Assistant Director of HR, Operations Senior HR Advisor, E&D Senior HR Advisor, E&D</p>		<p>February 2013</p> <p>February 2013</p>	
<p>6.4 A recent Staff Survey returned a very positive set of results across the University. We have the opportunity to analyse the data by Protected Characteristic to gain better insights.</p>	<p>Work with Staff Survey consultants to analyse the data by Protected Characteristics and other variables, including data specific to female academics.</p> <p>Develop actions from this as appropriate, including female progression specific actions.</p>	<p>EDB Assistant Director of HR, Organisational Development</p> <p>EDB Assistant Director of HR, Organisational Development Female Progression</p>	<p>Data analysed by Protected Characteristic and key issues discussed by the EDB</p> <p>Issues discussed by the Female Progression Group, and actions developed</p>	<p>February 2013</p> <p>July 2013</p>	

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