Equal Pay Action Plan 2018-2021

This action plan should be read in conjunction with the University's triennial Equal Pay Review 2017. In line with University policy, this action plan will be reviewed annually. Actions may be added and/or reprioritised based on organisational strategy, need and focus.

No.	Specific actions and implementation	Objective	Person/Area responsible	Timeframe	Key outputs and milestones	Success criteria and outcome measures

RECRUITMENT						
1

2 | Review the application of University's policy on fixing salaries at the time of recruitment (starting salaries), with specific focus on:
• Gender
• Community Background

Develop a checklist to safeguard consistency of decisions made regarding any uplift to starting salary | Ensure that any uplift to starting salary (e.g. as a result of market forces) is applied consistently, is objectively justified, and is non-discriminatory | People and Culture | 2019 | Checklist to safeguard consistency of decisions made regarding any uplift to starting salary implemented

All decisions regarding uplift to salary recorded in a database and monitored | Any uplift to starting salary (e.g. as a result of market forces) is applied consistently, is objectively justified, and is non-discriminatory |
| 3 | Review the process for recruiting Professorial staff onto 'Personal Salaries' | Ensure that Professorial staff have equality of opportunity in being recruited onto 'Personal salaries' | People and Culture/Faculties | 2020 | Protocol in place to ensure consistency and transparency of approach | Professorial staff have equality of opportunity in being recruited onto 'Personal salaries' |

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RECRUITMENT						
4	Review the types of posts advertised/ available for each campus (i.e. job category).	Determine whether people with particular community backgrounds are applying for specific roles	People and Culture	December 2018	New data developed to inform the Tenth Article 55 Review and affirmative action plan	Mitigate job segregation
5	Review historical applicant data relating to Staff Category, Campus and Community Background within Article 55 Review to determine whether people with particular community backgrounds apply for specific roles because of their location (reflects mobility).				Establish link between mobility and applicants for specific roles	
6	Review the use of the welcoming statement for people of different community backgrounds		People and Culture	2018	Tailored welcome statement developed	Grade profile aligns with/is representative of the national profile.
7	Extend use to attract applicants to specific job categories, rather than to specific campuses.			2020	Insight articles celebrating success of non-traditional role holders	

No.	Specific actions and implementation	Objective	Person/Area responsible	Timeframe	Key outputs and milestones	Success criteria and outcome measures
PROMOTIONS & INTERNAL APPOINTMENTS						
8 9 10	Review the promotion and internal appointments data. Review access to promotions criteria across Faculties. Review the procedure used for non-traditional appointments, such as the 'Thematic Champions'.	Ensure that the principles of transparency, fairness and consistency are achieved within the promotions process	People and Culture	2020	Promotions criteria are accessible to all academic and research staff Staff who put themselves forward for promotion are monitored, as well as those who are put forward by Heads of Schools Promotions criteria are implemented consistently	Increased numbers of female staff, BME staff, Protestant staff and disabled staff promoted
11 12	Re-run the Attitudes to promotion survey, which completed in 2009. Provide additional support for the promotions process to encourage more females to apply for promotion, as necessary.	Investigate whether additional support is required for the promotions process to encourage more females to apply for promotion	People and Culture	2019	Attitudes to Promotion Survey Report drafted and endorsed at relevant committee. Recommendations from Survey implemented.	All academic staff have access to the promotions process criteria, so that they can inform career planning. Similar proportions of female and male staff going forward for promotion

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PROMOTIONS & INTERNAL APPOINTMENTS

No.	Specific actions and implementation	Objective	Person/Area responsible	Timeframe	Key outputs and milestones	Success criteria and outcome measures
13	Review recruitment documentation to determine whether the language used perpetuates gender stereotyping	Check for lack of bias in appointments to posts where occupational segregation is apparent.	People and Culture	2018	Gender neutral language used within recruitment exercises Welcoming statement used to attract non-traditional applicants	Increased representation of male staff in Business Support Clerical and Professional roles, in Grades 3 and 4 and in part-time roles. Increased representation of female staff in Grade 8 and above. Increased representation of Catholic staff in Business Support Clerical, Business Support Technical, Operational Support job categories and in Grades 2-6. Increased representation of Protestant staff in all grades above Grade 7/8 Increased numbers of local BME staff in Business Support roles Increased numbers of staff declaring a disability in Grades 2-6.
14	Provide Unconscious Bias training to all HR Business Partners			2019	Increased use of anonymised application forms for lower grade posts	
15	Provide Unconscious Bias training to all staff participating in recruitment exercises			2020	All staff participating in recruitment exercises aware of own unconscious biases	

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PROMOTIONS & INTERNAL APPOINTMENTS

No.	Specific actions and implementation	Objective	Person/Area responsible	Timeframe	Key outputs and milestones	Success criteria and outcome measures
16	Investigate: • who has access to acting up opportunities; and • how acting up opportunities are advertised and filled	Ensure consistency in approach to acting up opportunities	People and Culture	2018	Formal protocol for managing acting up opportunities in place Formal protocol applied consistently across all roles Formal monitoring of roles where staff are acting up (to prevent slippage)	Staff have equality of opportunity to apply for acting up opportunities
17	Create a protocol if none currently exists					

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ALLOWANCES						
18	Review the provision and allocation of allowances to ensure that equality of opportunity for all staff to apply, if relevant.	Ensure that staff have equality of opportunity in accessing allowances and that allowances are applied consistently	People and Culture	2021	Procedure for accessing allowances in place/adopted/implemented consistently.	Staff have equality of opportunity in accessing allowances.