**THE UNIVERSITY OF MANCHESTER**

**Faculty of Humanities Staff Equality and Diversity Working Group**

Minutes of the meeting held on Wednesday 11 November 2015

**Present**: Professor Colette Fagan CF Deputy Dean – Research (in the Chair) Andrew Mullen AM Deputy Director of HR & Head of Faculty HR Dr Carolyn Abbot CAb Senior Lecturer, School of Law

Dil Sidhu DS Chief External Officer, Alliance Manchester 111111111111111111111111111111111111111111Business School

Professor Helen Gunter HG School of Environment, Education & 111 11111 Development

Dr Helen Ryder HRy Athena Swan Coordinator

Jared Ruff JR Senior Faculty Research Manager

Patrick Johnson PJ Head of Equality and Diversity

Robert Lynch RL Interim HR Partner for SALC and Law (representing SALC)

Victor Badilas VB HR Directorate Support Services Assistant

**Apologies:** Professor Claire Alexander CA School of Social Sciences (Sociology)

Professor Georgina Waylen GW School of Social Sciences (Politics)

Jayne Hindle JH Head of School Administration for Arts, 11111111111111111111111111111111111Languages and Cultures (SAC)

Professor Helge Hoel HH Alliance Manchester Business School (People 1 11 111 111 Management and Organisations Division)

1. **Introductory points**

CF highlighted that the Manchester Business School is now rebranded as Alliance Manchester Business School (AMBS).

CF also noted that HG had provided a promotions update and this would be circulated to the group with the minutes and discussed at the next WG meeting.

**Action:** CF/AM

1. **Minutes of the meeting held on 13 May 2015**

The minutes were accepted as an accurate record.

1. **Matters arising and update on actions**
   1. Children on campus

It was agreed that AM to update this item on the action plan progress report to monitor that when the revised policy is posted on StaffNet that it includes a url link to the University’s “Family friendly” support at:

[http://www.staffnet.manchester.ac.uk/employment/leave-work- arrangements/family-friendly/](http://www.staffnet.manchester.ac.uk/employment/leave-work-arrangements/family-friendly/)

* 1. Positive action

It was noted that EHRC positive actions url is helpful and has been added to the University E&D website to inform the initiatives in this area (e.g. in relation to the positive action pilot for BME PSS job applicants).

[http://www.equalityhumanrights.com/private-and-public-sector- guidance/employing-people/managing-workers/career-development/using-positive- action-target-training-or-promote-wider-range-people](http://www.equalityhumanrights.com/private-and-public-sector-guidance/employing-people/managing-workers/career-development/using-positive-action-target-training-or-promote-wider-range-people)

* 1. Project Diamond (PD)

It was noted that the data showing gender/ethnicity breakdown of staff recruited had not been forthcoming following enquiries made by AM. Efforts will continue in pursuit of the information at least at the level of the Faculty of Humanities.

**Action:** AM

* 1. Disability data

PJ mentioned that the campaign held on the World Diversity Day had improved the self-reporting via MyView as anticipated. Figures for additional cases were not yet available.

* 1. Further analysis of recruitment and promotions data

It was confirmed that up-to-date recruitment data and an up-to-date staff profile had been included in the mid-year report that went to HPRC in June.

* 1. Equality and Diversity in the student profile and in the social responsibility input to the curriculum/Training of students

CF noted that she had taken up the recommendations in these areas from the WG’s report with Professor James Thompson, the AVP for Social Responsibility. She will report back on progress to a future meeting.

**Action:** CF

* 1. Staff survey 2015

PJ advised that he holds the Staff Satisfaction Survey Results at a University level broken down by gender, ethnicity and disability. However it may not be possible to further break down the data by Faculty and Schools, which would be useful for the Athena SWAN application process. PJ agreed to circulate the slides from the August meeting of the University Staff Survey Steering group showing the headline findings on gender, ethnicity and disability.

**Action**: PJ

It was noted that Helen Barton, Director of Planning has access to more granular Staff Survey results data and it was agreed that AM would discuss with her the possibility of obtaining more detailed findings at Faculty/School level.

**Action:** AM

* 1. Fixed term contracts

AM noted that data had been collated to show gender/ethnicity profile of academic staff on fixed term/permanent contracts and teaching/teaching and research contracts. It was included in the mid-year report that went to HPRC in June and was circulated to the WG for information with the meeting papers.

* 1. Monitoring of progress on actions

AM noted that, as agreed, a table showing the various actions and planned milestones was circulated in advance with the agenda and papers for the meeting. The WG agreed that this was immensely helpful and asked that it be updated and extended with the various decisions that have been taken during the WG’s work as detailed elsewhere under actions in these minutes, and circulated with the minutes. This will help with the preparation of the narrative for the Athena submissions. By including both completed and pending matters in one place the action plan will better enable progress and achievements to be monitored and reported.

This update of the action log should include bringing together the various data items we have progressed into one task item “APR Data monitoring and target setting.” This data will be refreshed annually and will include equality data relating to (i) recruitment and promotions; (ii) use of fixed term/open-ended contracts (iii) use of teaching/teaching and research contracts (iv) leadership positions (SMT and Research Institutes) (iv) Equal Pay audit of PSS and academic staff (below professorial)(v) Professorial pay (vi) Staff survey data (E&D section, also work life balance and other pertinent working conditions items).

It should also include a separate task ‘Communications, including website update’. Items to include in this checklist item to track progress including:

* The E&D text from the Staff induction booklet is very helpful and should be used to refresh the E&D landing page (either on the existing University page or a new one created at Faculty level-see also 3.13 below).

<http://documents.manchester.ac.uk/display.aspx?DocID=21130>

* List of the relevant HR policies related to E&D (with embedded url links) – as per the list developed by the WG in 2014
* Relevant online training and in-house training for E&D, including unconscious bias training
* E&D Working Group terms of reference, meeting dates, membership and minutes (minutes on Faculty intranet only)
* The communications undertaken to date and planned at Faculty and School level: Regular reporting cycle on WG activity and progress against targets to Faculty Senior Management which are then cascaded within Schools (HPRC mid-year and year-end commenced in 2014); Faculty Core brief (Feb 2014, Feb 2015), *Humanities eNews*), communications plan of progress against target and our priorities (including Athena SWAN submission), including launch of new web site (date tbc)

**Action: AM/PJ**

* 1. Information on profile of candidates available to interview and shortlisting panels

The WG was advised that as anticipated it was not problematic to report on the gender profile of the pool of candidates at shortlisting and interviews stage, but it was not at present possible to include ethnicity information because of the manner in which this data is collected.

It was clarified that HR systems and processes would need to be reconfigured in order to make it possible to extract and report ethnicity data at interview stage. CF noted that it would be useful for the interview panel to know the gender and ethnicity profile of the candidates. While it is important to interview a diverse range of candidates, this would have to be viewed in the context of legislation governing positive action.

Further consideration will be given to how, when and in what form this approach might be taken forward.

**Action:** AM

* 1. E&D data for School management teams and research Centre/Institute heads

It was noted that up-to-date recruitment data and an up-to-date staff profile had been included in the mid-year report that went to HPPRC in June and which had been circulated to the WG with the papers.

* 1. Policy review update

Following an earlier review of employment policies by members of the WG with a view to making suggestions for changes to ensure equality and diversity is consistently integrated and applied in policy documents, AM reported that notwithstanding the relatively uncontentious nature of the suggested changes, it had been put on hold for now. This was due to:

* the delicate stage of discussions with the Trade Unions on some difficult industrial relations issues;
* a crowded agenda in formal consultation and negotiation fora.

The WG asked that this be progressed at the earliest date feasible since these changes are important for progressing ECU accreditation (Athena and Race Equality) and should not be particularly contentious for the unions which should be committed to progressing E&D as part of their bargaining agendas.

**Action:** AM

3.13 Web site development

The WG noted that progress on developing the web site had been stalled due to the UoM overhaul of the web site format.

It was further noted that movement on this was now critical for the purposes of the internal communications strategy and the Faculty’s preparation of Athena submissions. The WG’s suggested revisions to refresh and extend the University E&D web site have not been put in place yet. The development of a Faculty page was meant to follow from this, but has been delayed as a result. The Law representative emphasised the urgency of redressing this problem. CF undertook to progress this with HR and the web team as a matter of priority. If changes to the University site are delayed, a Faculty one will be set up instead as the primary reference for Schools to use for their Athena submission reference

**Action:** CF/AM/PJ

1. **Faculty E&D APR return 2015** 
   1. Progress against 2014/15 objectives

The following actions were noted against the document submitted by the Faculty as part of the APR, which was due to be considered by HR Sub-Committee on 17 November 2015. This included:

* The launch on 5 October 2015 of a positive action pilot to provide limited support and advice to BME candidates in preparing an application. This is in response to the finding that BME applicants are significantly less likely to be shortlisted than White candidates.
* The production of key messages about academic promotion to potential candidates which Schools can use as the basis of workshop and/or as a written message to ensure clear and consistent advice goes to all candidates.
* The incorporation of stronger references to E&D and associated targets into Faculty promotion documentation.
* The running of a workshop on unconscious bias for WG members and Faculty HR Partners.

4.2 Headline objectives for 2015/16

AM provided an update of the headline objectives for the Faculty for 2015/16. These comprised:

* The successful submission by the Faculty’s Schools for the newly available (in Humanities) Athena SWAN Charter Mark accreditation.
* Completion of the positive action pilot outlined in 4.1 above, including an evaluation of its impact and a recommendation for next steps.
* Roll out of unconscious bias training to senior managers and others most heavily involved in recruitment and promotion decisions.
* Commencing work on assessing and stimulating cultural change (building on the roll out of unconscious bias training).

1. **Athena SWAN Charter Mark applications**

5.1 Discussion on process

The University has a bronze Athena award and the race equality chartermark. These institutional level awards do not provide direct accreditation at School level. Schools have to make their own application. All STEM schools have secured bronze level and several have progressed to silver level.

The Faculty of Humanities now needs to prepare to apply for the new non-STEM School level Athena accreditation, initially for bronze and then to aim to progress swiftly to silver.

It was noted that Dr Helen Ryder (HRy), the University’s Athena SWAN Co-ordinator would be moving to a new role in the New Year. Members of the WG thanked Helen for all of her work and support.

As Schools in the Faculty of Humanities are now eligible to apply for the first time, HRy advised on the requirements for the Schools to achieve awards and on the importance of understanding where each School would need additional support. She also mentioned that it takes a significant amount of time to complete the paperwork required for the award application. The 8 meetings required to take place throughout the application process should occur once every 6-8 weeks and membership of assessment teams was stipulated by the awarding body.

Advice was also provided for the situation where a School aimed to apply for the Silver Award. In this event, evidence that a culture change had occurred at School level would need to be provided. If a School fails to obtain the Silver Award, it would miss the submission deadline for the next round of applications.

Unfortunately, the regular meetings of the School WG which had commenced in 2014 did not satisfy the precise membership constitution of the school self-assessment teams required by Athena SWAN and so these meetings would not ‘count’ as part of this process. This, combined with the with the fact that there would be limited support given HRy’s departure and the prioritisation being given to the medical school’s resubmission, means that it is unlikely we will be able to submit for the April round of accreditation.

Resource issues to be discussed with the University and Dean.

**Action:** AM/CF

5.2 Timetable for preparation and submission by Schools

Notwithstanding that Schools have done quite a lot of work to date and should be well placed to apply for accreditation, the governance required to make a successful application was likely to mean most Schools delaying their application until November 2016.

The failure rate for Bronze Award applications is 30% and the failure rate for Silver Award applications is 59%. However individual failure outcomes are not publicised.

If an application is submitted for the April deadline, then the results would be issued on the 10 September 2016. This would make it difficult to resubmit in November 2016 if an application was unsuccessful.

HRy noted that the usual practice at Manchester is for an internal panel to review a completed application one month before the deadline for submission, so it can review and provide feedback.

As the School of Law is already well advanced in preparing for an application, the WG agreed that once it had completed the application process, the remaining Schools could follow a similar process, and decide when to make an application and at what level. The School WG and HR partner would meet to progress this, and the resource prioritised accordingly.

**Action:** AM/Cab/RL

1. **School and Faculty Admin. Action plans – verbal updates**

SEED will have a meeting in December to review the Athena SWAN programme. They will have a session on promotions and they will also develop a mentoring scheme for the PDR form.

JR advised that the Faculty PSS action plan has been refreshed and he will check if the listed priorities are still relevant. A new version of the document will be issues by the end of 2015. JR has also been promoting the unconscious bias training to the Heads of Functional Areas.

A standard reporting template will be developed for Schools and the Faculty PSS to use for the mid-year update report to HPRC.

**Action**: CF/AM

1. **Race Equality Charter Mark – action plan update**

PJ noted that following the submission of the application in April, the University received notification that it was one of a few to be awarded the Bronze Award. Feedback was provided on the positive aspects of the application and recommendations for improvement were issued as well.

PJ noted that a Self-Assessment Team had been formed to oversee the implementation of the Charter Mark application and it was highlighted that three colleagues from Humanities were on the team, including two members of the WG. The two WG members are AM and CA.

PJ undertook to provide the group with link to the University’s application and the associated action plan.

**Action:** PJ

1. **Unconscious bias training – plans for roll out**

PJ noted that 20 half-day training sessions will be run between January and March 2016 to up 500 staff across the University. Humanities had been allocated 100 places on 19 January and 7 March 2016.

Faculty HR colleagues will allocate places to Schools according to need and staff numbers. The aim is to target senior staff who are most involved in recruitment, selection and promotions decisions. This will include members of School and Faculty Promotions Committees.

It was noted that there should be evaluation of, and follow up to, the training to ensure that it is properly embedded.

**Action:** PJ/AM

1. **Communication plans**

It was noted that it was now a priority to communicate to staff in order to:

* Highlight what we’ve done and what we plan to do within Faculty;
* Raise awareness of the policy framework within which we operate;
* Improve presence on Faculty and School web sites about e&d matters and initiatives, including links to the main University pages.

This may mean providing more engaging text on the sites.

**Action:** CF/AM

It was also noted that the HR E&D team produce an informative short monthly ‘Diversity in Focus’ newsletter. It was agreed that WG members should be added to the mail list.

**Action:** PJ

1. **Equal Pay Audit 2015 update**

As Chair of the University’s Equal Pay Audit Working Group, AM reported that the work was complete and the report was going to the HR Sub-Committee meeting on 17 November. The scope of the review this time included all contracted employees except for clinical staff and a small number of the most senior professors. The headline is that when comparing in detail gaps within grades for ethnicity (white against BME), gender (male v female) and reported disability, there are few issues. There are only two at which there is a gap of greater than 5%, which is the threshold at which further scrutiny and action may be necessary.

It is likely that there will be a University communication about the findings in February with a link to the full report. An update will be provided at the next meeting, and will form part of the WG’s communications plan.

**Action:** AM

1. **Nominees for ECU Charter Mark Panellists**

AM highlighted that ECU are looking for a diverse range of panellists to undertake assessment of applications from other institutions. It takes about 3-4 hours to review each application. AM agreed to forward details to the group.

**Action:** AM

1. **Simon Visiting Professor**

It was noted that Professor Gill Blackmore, an expert in gender and leadership in education will visit the University of Manchester in May for a fortnight, hosted by Helen Gunter. It was agreed that it would be useful for the WG to have the opportunity to hear a presentation from Professor Blackmore. HG agreed to circulate publicity for any relevant events being arranged in connection with her visit.

**Action:** HG/CF

1. **Date of next meeting**

To be arranged for a date in late February 2016.