

EQUAL PAY REVIEW ACTION PLAN 2014

1. The 2014 BU Equal Pay Audit identified potential Equal Pay issues, which will be investigated further and an Action Plan formed to address the points raised. The following areas have informed the Action Plan which is outlined below:
 - To investigate and remove any possible barriers that might be preventing staff from ascending the BU pay and grading structure and to explore new initiatives to encourage this movement.
 - To analyse length of service data to ascertain whether length of service differences are a causal factor in the pay gap between BME and non-BME staff.
 - To investigate and remove any possible barriers that might be preventing part-time staff from ascending the BU pay and grading structure and to explore new initiatives to encourage this movement.
 - To analyse length of service data to ascertain whether length of service differences are a causal factor in the pay gap between fixed-term and permanent staff.
 - If length of service is found not to be a causal factor in the ethnicity and contract type pay gaps, further investigation will be required.
2. Many appropriate actions are already underway and in some instances are linked to existing initiatives such as the Athena Swan Action Plan. The next Equal Pay Review will commence this year and will inform some of the measures, as will more regular reporting and analysis of statistical information.
3. The main themes that actions fall within, although not explicitly categorised below, are recruitment, promotion, reward, equality (including unconscious bias), development and consistent application of processes. The actions are outlined in the attached plan and are owned by the DDESG who will monitor progress.
4. The action plan is categorised:

Complete
In progress
On-going

Equal pay action plan

Action	Task	Responsibility	Timeline	Progress	Measure
Ensure DDE principles continue to be embedded into all recruitment, pay progression and promotion development work for academic and P&SS staff	Continue to ensure that diversity matters covered as part of development programmes in addition to unconscious bias sessions Equality and Diversity Development for staff	ADHR, Head of OD	Continuous Continuous	Ongoing as part of Core Development Programme Equality and Diversity covered as part of People Management Essentials, including unconscious bias within appropriate sessions. Year on year increase in applications for pay progression and promotion.	Change /increase to statistical information
Undertake a further equal pay audit starting in 2016	Reinstate the Equal Pay Group to undertake a further review in accordance with best practice	ESG, through Reward Manager and other relevant stakeholders	Commence Summer 2016 Completion by Dec 2016	Commenced August 2016, completed early December 2016. Report complete and distributed to FRC, EPWG, ESG Actions necessary as a consequence to be determined by EPWG	Determine as a consequence whether there have been significant improvements/changes since last review
To investigate and remove any possible barriers that might be preventing staff from ascending the BU pay and grading structure and to explore new initiatives to	Complete and implement the work around embedding Fusion and ensure that staff, in particular those applying for senior roles (Professoriate) are aware of the criteria	HR and OD	November 2015	Annual review of Staff PP and Promotion has been undertaken and statistics analysed. There is an increase in female staff (academic and professional and support) ascending the BU pay and	Annual review of Staff Pay progression and Promotion Annual review of Workloads. Numbers of staff participating in the

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encourage this movement				<p>grading structure (as per the January 2016 FRC Report). Embedding Fusion has encouraged female staff to apply and be successful.</p> <p>The 2016 round of applications for academic pay progression has attracted the largest number of applications (136) compared to last year (81). Numbers of female applicants increased and were higher than 2014 and 2015. Success rates higher for women than men. In terms of non-academic pay progression more female staff received an increment than male staff and the case was the same in respect of second increments.</p> <p>Similarly, in terms of academic promotion, this year sees an increase in applications from 70 to 119. Numbers of female applicants have increased and are higher than previous</p>	scheme and those progressing.

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				<p>two years. Percentages of female staff being promoted remain higher than male.</p> <p>Workload Planning principles finalised by WLP Group and implemented.</p> <p>Numbers of staff participating in scheme have increased and successful.</p>	
	Take a selection of female staff profiles to establish the reasons why they were or were not successful for promotion or pay progression, and to use this information to inform this section of the equal pay action plan.	HR and OD	March 2016	In progress.	Review of applications for flexible working
	Ensure workload models take into account equality considerations and are reasonable and balanced to enable engagement across the academic career matrix	Workload Planning Group and Deans/Heads of Dept.	March 2016	Workload Planning guidelines in place as agreed through joint working with TU – workload model in place as a consequence - development sessions to be run to support those responsible for workload planning	Annual review of Workloads

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	Provide a mentoring scheme for women	OD – Deans, Directors, Heads of Department	Coaching already in place, mentoring scheme to be in place Easter 2016	Significant input and investment into coaching and mentoring in development with Athena Swan and other groups	Attendance at sessions and increases to applications / submissions as a consequence
	Provision of a general mentoring scheme for all	OD – Deans, Directors, Heads of Department	Coaching already in place, mentoring scheme to be in place Easter 2016	In place Increase in applications and promotions year on year	Outcome of pay progression, recruitment and promotion processes. Pay progression and promotions data
	Promote and encourage flexible working	HR/OD plus Deans, Directors, Heads of Department	On-going	Revised website with better access to and promotion of policies almost complete	Pay progression and promotions data
	Women academic returners - Consider sabbatical period of study leave for women when they return from maternity leave to provide time to work on academic profile	HR / OD	March 2016	Under consideration in addition to review of current maternity policy and paternity policy	Pay progression and promotions data
	To offer female only sessions in respect of pay progression and promotion preparatory sessions	HR / OD	November 2015	Complete and ongoing	Pay progression and promotions data

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	To continue to offer and provide drop in sessions for all staff considering pay progression and promotion	HR OD and IPPPMS	November 2015	Complete and ongoing	Pay progression and promotions data
	Continued development programmes for panel members for both recruitment, promotion and pay progression process to ensure objective decision making and clarified metrics for appointment/promotion	IPPPMs, HR & OD	In place and on-going	In place and continuing an on annual basis Increased cohort of IPPPMS also	
	Build discussions on promotion planning within annual appraisals, reviewing promotions data annually	ADHR/head of OD and all appraisers	In place and on-going	Complete - Appraisal and PPDP workshops have this year been used as a means of helping to shift the perceived culture of appraisal (whereby it can focus more on development to achieve short term objectives with insufficient consideration of broader, longer term career development). In place and continuing – forms part of pre-and post-appraisal meetings	

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	Reiterate the expectations of line managers to encourage staff who are eligible to apply for promotion and progression	HR/OD Deans, Directors to those with staffing responsibility	March 2016	Part of pre and post appraisal meetings	Need to analyse data to date in respect of 2016 pp and promotion round and update as necessary following transitional arrangements for HPL staff.
To investigate and remove any possible barriers that might be preventing part-time staff from ascending the BU pay and grading structure and to explore new initiatives to encourage this movement	Ensure that BU shortlisting and interview panels for recruitment, internal promotion and pay progression include both men and women and at least one female academic for academic posts	Recruiting Manager & compliance with HR recruitment guidelines	Already in place	IPPPM cohort comprised of a number of male and female members. Pay progression and promotion panels are gender balanced with a female academic where possible in addition to a member of HR staff. Similarly professional and administrative support staff pay progression panels are gender balanced	Increased /proportionate numbers of part time staff submitting applications
	To establish whether there are less part time staff being promoted / successful in pay progression than full time members of staff	UET , ADHR	March 2016	There are less part time staff across BU than full time. In 2015, in terms of pay progression, 32 (14.5%) of those successful were part time staff. In 2016, 37 (14.9%) of those successful were part time staff. Numbers of applications from part time staff	Increased/proportionate numbers of part time staff submitting applications for pay progression and promotion

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				decreased slightly in 2016. However, these figures do not include any submissions from HPLs as thee staff will have the opportunity retrospectively to apply for pay progression in respect of 2016, given the date of the agreement and subsequent implementation.	
	To fractionalise PTHP members of staff as per principles in framework agreement	UET – ADHR	Aug 2016	HPL agreement now finalised and being implemented - Agreement enables pay progression and promotion for PTHP academic staff in accordance with processes negotiated within the framework agreement. PTHP staff to have transitional pp and promotion round in 2017 – this will further inform the pp and promotion stats for 2016	Increased/proportionate numbers of part time staff submitting applications for pay progression and promotion – to be determined 2016/17 as HPLs have transitional arrangements for pp and promotion given timing of agreement
	To ensure that PTHP members of staff have same opportunities for pay progression and promotion as those who are established	UET-ADHR	August 2016	HPL agreement has addressed this for academic staff and enabled this group of staff to have the same opportunities already in place for established staff. For part time established	

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				academic and professional and administrative support staff, recognised that contribution throughout the year and reflected in applications is proportionate to the hours worked	
Review the recruitment and selection data at BU over the last three years to establish the ethnicity of the applicants applying for the advertised academic and professional and support roles. The aim of this review is to establish what roles BME staff are applying and appointed to BU.	Review relevant literature by the end of January 2016	ESG, HR & OD	January 2016	<p>Having reviewed the data, there has been an increase to BME applicants for academic posts over the last three years to 2015, although the proportion of those being offered a role declined.</p> <p>The proportion of BME applicants applying for professional support and administrative roles at BU has started to increase (13%) to 2015. Small increase in numbers of candidates being offered the role (9%) to 2015.</p>	There is an increase in the number of BME staff applying for Professional and Support roles at BU
	Review recruitment and selection data by the end of January 2016 in addition to most recent pay progression and promotion data	ESG, HR & OD		Over the last 4 years to 2015, the number of BME professional support and administrative staff receiving pay progression has increased.	There is an increase in BME academic staff applying for promotion and subsequently being successful under the new academic career framework

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				In terms of academic pay progression, BME staff are normally successful (11%) in receiving progression.	
	Hold a focus group with a sample of BME staff to establish possible reasons why they may not apply and subsequently be successful for grade 8+ Professional and Support roles.	ESG, HR & OD	February 2016	To be actioned	The length of service of BME staff increases when the next equal pay review has been completed
	Review the reasons for leaving/exit surveys given by BME staff to establish possible reasons for a shorter length of service. Use the findings of this work to inform the development of a questionnaire and focus group questions.	ESG, HR & OD	April 2016	Proportion of BME staff leaving has been reduced Reasons to be established	
	Establish the ethnicity of the BU staff undertaking leadership/development programmes at BU over the last three years to establish whether or not there is a "glass ceiling" in place.	ESG, HR & OD	April 2016	There has been an increase in BME staff undertaking / participating in leadership programs between 2013-16	
To investigate the reasons why	Review existing publications by sector bodies to get	ESG, HR & OD	Review relevant literature by the end of	Underway	Staff equality data being in line with the

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Professional and Support staff with a disclosed disability are clustered at grades three to five and why there are no Professional and Support staff with a declared disability above grade 8+	possible indications why staff might not be disclosing a disability. Use the findings of this work to inform the development of a questionnaire and focus group questions.		January 2016		national position
	Establish whether or not disabled staff are accessing the leadership/ development programmes at BU over the last three years to establish if there is a "glass ceiling" in place.	ESG, HR & OD	April 2016	Statistics show that the proportion of staff who have disclosed a disability who have accessed leadership programs over the last three years to 2016 has declined.	
	Hold a focus group with staff who have disclosed a disability to establish the reason(s) why they disclosed and establish what BU could do to increase disclosure by other staff.	ESG, HR & OD	March 2016	To be actioned Introduction of disability guide (which is in progress) will outline reasons more explicitly for data collection with the aim to encourage disclosure	
BU to continue to explore new ways of encouraging staff to disclose equality information so that	Undertake focus groups as above to identify potential barriers	ESG, HR & OD	Review relevant literature by the end of January 2016 Focus groups in March	As above plus additional communications It should be noted from the equal pay audit outcome	Increase in complete information for staff re disclosure to enable more accurate and precise reporting

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staff records are complete as possible			2016	that there has been an increase in disclosure	
To review the use of fixed-term contracts at BU	Determine when appropriate	HR	Complete	<p>Complete in terms of overall process and reasons for appointing on a FTC</p> <p>Fractionalisation of HPLS</p> <p>More work to be done in terms of overall resource management across faculties and services</p>	Further work with PTHP as outlined above will reduce numbers of staff on FTCs