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Excellence Through Inclusion.

The University of Sheffield Equality and Diversity Strategy
and Action Plans

Progress on strategy and action relating to Gender 2009 - 2010

Alternative formats of this document are available upon request. Please contact:

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Summary of key progress

- Implementation and update of the Female Academics' Progression Action Plan
- Introduction of Faculty and Departmental Equality and Diversity Plans
- Introduction of Impact Mentoring Programme for women academics, following successful pilot
- Introduction of Futures Mentoring and Work-Shadowing Programme for senior women academics
- Continuation of annual Female Professors' Lunches
- Continuation of the award-winning Women Academic Returners' Programme (WARP).
- Out@Work event for lesbian, gay, bi-sexual and trans staff
- Equality Impact Assessments.

1. Introduction

2009/10 has been a year of varied activity relating to gender equality at the University. This report provides an update of action in key areas during the period 1 August 2009 – 31 July 2010, and outlines future plans.

The University's equality and diversity strategy – Excellence Through Inclusion – has been reviewed. Gender equality remains a key focus of the strategy, which includes new action plans for academic faculties and updated Professional Services action plans.

The Female Academics' Progression Action Plan, which focuses on the specific area of the progression of academic women, was launched in April 2009 and reviewed and updated in March 2010. This plan brings together existing and planned action in the area of female academic progression under key themes. The plan is informed and steered by a Steering Group comprising female academic members from each of the five academic faculties.

Following a successful pilot in 2008/09, a University-wide Impact Mentoring Programme for all female academic staff on grade 8 was launched in autumn 2009 to support the development and progression of female academics. In addition, a Futures Senior Mentoring and Work-Shadowing Programme was introduced in January 2010 to give senior academic women across the University the opportunity to be mentored by Pro-Vice-Chancellors.

In the specific area of STEM (Science, Technology, Engineering and Medicine) we are demonstrating our ongoing commitment to the advancement of the careers of women in these areas by the continuation of the Women Academic Returners' Programme (now in its fourth year), and our achievement of an Athena SWAN Bronze level award in August 2009, following our membership of the Athena SWAN Charter in April 2009.

A range of women-only training sessions, available to all female staff, were held during the course of the year, aimed at improving women's impact and networking skills, which received excellent feedback from participants.

2. Management Information

Workforce statistics for the period 1 August 2009 – 31 July 2010 show that of 5,584 staff at the University, 52% (2,926) were women, unchanged from the previous year. 34% (759) of academic staff were women (unchanged from the previous year), and 19% (76) of professorial staff were women (up from 17% the previous year). 27% (1,497) of all staff worked on a part-time basis, of whom 82% (1,229) were female (down 1% from last year).

For promotions effective from January 2010, 73% of all promotion cases were successful, and 51% (113) of those promoted were women (up from 49% in 2008/9). Promotion success rates for female staff were 77% (up from 76% in 2008/09) compared to 69% for male staff (down from 71% in 2008/09). In terms of academic staff, 69% of all promotion cases were successful, and 37% of those promoted were women. This meant that 6% of academic women were recommended for promotion, of whom 70% were successful. This compares to 7% of academic men being recommended for promotion, of whom 68% were successful.

The gender profile of our staff is contained within our Annual Workforce Information Report 2009/10. The University's workforce diversity is benchmarked annually through the DLA Piper HR Benchmark – Workforce Performance Indicators Report. This includes benchmarks for the percentage of male and

female staff within the HE sector and for all sectors. In addition, the gender of our staff continues to be recorded as part of our institution's HESA return.

3. Action

The progression of female academics is a key strand of the University's Excellence through Inclusion Strategy. An update on action in this area, and additional action relating to gender, has been presented under the section/s responsible for driving forward the action.

3.1 Department of Human Resources

3.1.1: Ongoing implementation and development of the Female Academics' Progression Action Plan

- Continue to hold regular meetings of the Female Academics' Progression Action Plan Steering Group

Discussions with, and feedback from, female academics during 2008 identified a number of issues which should be considered in relation to female progression. These issues were brought together as themes within the Female Academics' Progression Action Plan, which was launched by the Vice-Chancellor in April 2009, and updated in March 2010.

The implementation of the actions contained within the plan are steered and reviewed by the Female Academics' Progression Action Plan Steering Group, which includes academic women from each of the five academic faculties.

To date, group members have met with project leads to feed in to a number of existing and new policies and initiatives to ensure that views relating to the development and progression of academic women are taken into account.

The group met on a bi-monthly basis throughout the 2009/10 academic year and will continue to meet three times a year until 2011/12 in the first instance.

- Continue to co-ordinate an annual lunch for female professors, hosted by the VC.

The third annual lunch for Female Professors was held in July 2010. These lunches bring female professors together with members of the University Executive Board (UEB) to network and discuss key issues relating to female career progression and support. The key points feed into the Female Academics' Progression Action Plan, e.g. Leadership Behaviours was added as a new theme in 2010.

- Continue to report to UEB (the University Executive Board) on progress in this area, and seek approval of recommended action

A report was presented to UEB in October 2009, updating on action detailed in the Action Plan, and seeking approval of additional action. A further paper is due to be presented in autumn 2010 following Professor Anthony J Ryan's attendance at the Steering Group meeting held in July 2010.

In addition, UEB members are invited to the annual Female Professors' Lunch, to network with female professorial colleagues, and listen to and discuss key issues.

- Continue to review the Action Plan on an annual basis, and update as necessary

Following its launch in April 2009, the plan was reviewed and updated in March 2010. It is anticipated that the plan will be updated on an annual basis, or more frequently as required.

3.1.2 Equal pay review.

An equal pay review has been undertaken, and a report analysing the review is currently being written. Recommendations from the review will be put forward to the Human Resources Management Committee, University Executive Board, Equality and Diversity Board, Joint Unions Campus Committee and the Female Academics' Progression Action Plan Steering Group. A summary of key trends and issues, and planned action, will be made publicly available.

3.1.3 Hold a female progression event to raise awareness of promotion routes and criteria.

Several events are planned to be held during 2010/11 to increase the understanding of the career development opportunities and support available to female academics at the University of Sheffield.

3.1.4 Mentoring

The Department of Human Resources has run two mentoring programmes during 2009/10 as part of the Female Academics' Progression Action Plan.

- Impact mentoring programme:

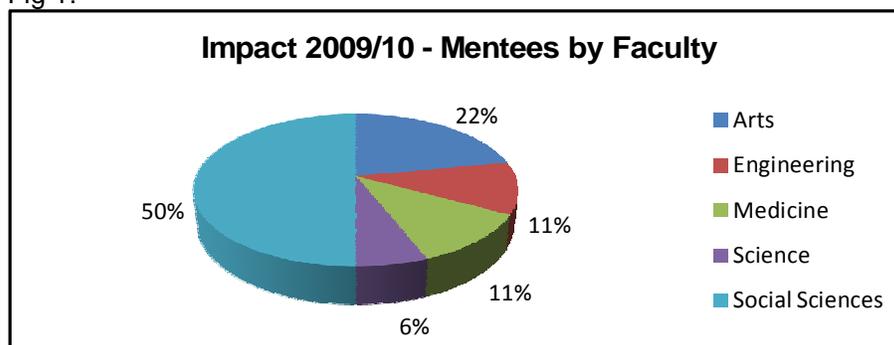
The first scheme, Impact, has been running for two years and is aimed at women lecturers from any Faculty. The scheme provides them with a mentor (male or female) to discuss their career development and progression over a period of three meetings. During the 2009/2010 academic period, 18 women have been mentored by a pool of 15 mentors, ranging from Readers to Professors from all five faculties (see fig 1 for the breakdown by academic faculty). Feedback from the 2008/2009 pilot programme was very positive. A formal evaluation is currently being carried out for the most recent programme, and anecdotal feedback has again been very positive.

"The experience was entirely positive" (Mentee)

"Helped keep me focussed on what is important to me in obtaining the right work-life balance" (Mentee)

"Do it – it is good for both parties on a personal and professional basis" (Mentor)

Fig 1:



The Impact mentoring programme (Impact II) will run again with the application process starting in autumn 2010 and mentoring meetings expected to take place from January 2011. To date expressions of interest have been received from 29 potential mentees and 24 potential mentors.

Figure two shows the number of mentors and mentees who have participated in the programme since 2008 (please note that the 2010 figures are based on expression of interest and are not actual number of participants).

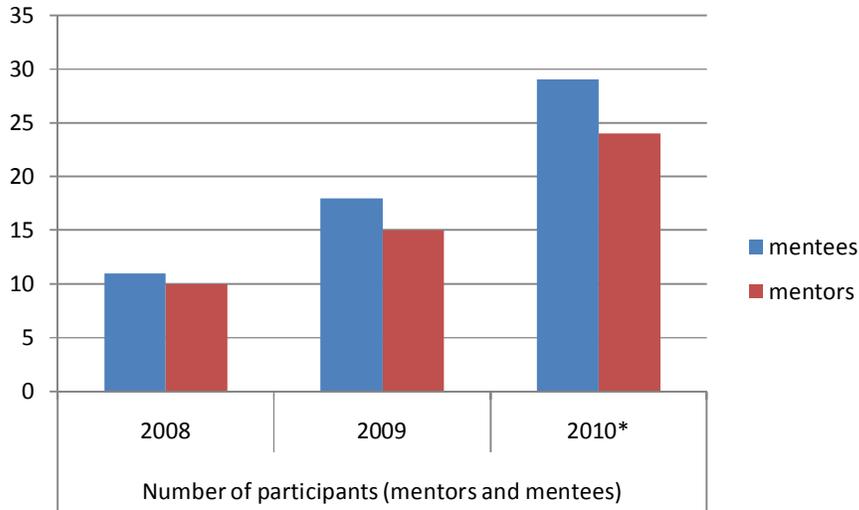


Fig two:
(*figure based on expression of interest rather than actual number of participants)

- Futures mentoring programme

During the 2009/2010 academic year, we introduced Futures, our mentoring scheme aimed at female Senior Lecturers, Readers and Professors. 17 senior female academics have been mentored by Pro-Vice Chancellors over a six month period (with the exception of one PVC who has chosen to mentor his mentees for a year). As part of the Futures mentoring scheme mentees have also been given the opportunity to work shadow their mentor. A full evaluation of this programme is underway and will be reported to UEB in the autumn.

- Mentee exchanges

An important element of both mentoring schemes has been the opportunity for mentees to meet and exchange ideas, experiences and advice through mentee exchanges. A mentor exchange has also been established as part of the Impact programme. During these exchanges both mentees and mentors are able to establish further networks and provide support and guidance to each other in helping achieve both the aims of the programme (particularly for the Impact programme) and of the individual.

3.1.5 Women Academic Returners' Programme (WARP)

The Women Academic Returners' programme (WARP) provides £10,000 to women academics and researchers who return to work after maternity leave, to cover teaching duties or support research activities. The University has committed over £1.5m to this programme and funding has been allocated until 2012. Prior to introducing the programme, although nearly 100% of female academics and researchers returned to work following maternity leave, nearly 1 in 4 (25%) of these would subsequently leave the University. Since introducing the programme, this proportion is now 1 in 7 (14%), an increase in the retention rate of 11%, producing an estimated £6.7m in research income for the University, benefiting the University as well as their own careers. To date, 70 awards have been made to 60 women.

Feedback from past participants includes:

'With the aid of the post-doc under the WARP scheme I have submitted 2 papers with a further 2 research papers and an application for a research grant to the ESRC due for submission. Completion

of these activities would not have been possible without the assistance of the post-doc through the WARP scheme.' (Female Lecturer awarded WARP)

3.1.6 International Women's Day

The University celebrated International Women's Day by publicising the remarkable achievements of a number of female alumni and former and current staff. A display was erected in several key locations across campus in the week surrounding the day.

3.1.7 Out at Work

An Out@Work day was held during November 2009. This was a celebratory day of discussions and workshops to raise awareness of lesbian, gay, bi-sexual and trans issues in the work place, and help the University reflect on and examine how to sustain a workplace which promotes inclusion and respect for diversity. A key recommendation from the day was to create a visible presence on campus of LGBT staff. Rosie Valerio, Director of Human Resource Management, said: *"These focussed days are part of our programme to raise awareness, challenge our own thinking, and listen to different experiences and views. They also generate momentum for change and ideas for future action."* We also launched an online 'exhibition' of LGBT staff:

<http://www.shef.ac.uk/hr/equality/events/exhibition.html>

We felt that it was important to include trans in this day, and the subsequent staff network, in order to ensure visibility of the issues faced by trans people as well as those faced by LGB people. Future action in this area will include specific consideration of trans issues as appropriate.

3.1.8 Training and Development

The Department of Human Resources provides support to all staff in the development of their skills, attitudes and knowledge in the areas of personal, management and leadership development to help achieve the University's objectives and departmental priorities. Two established courses are open to female staff only, which aim to help female staff to understand, increase and maintain their personal impact – Impact for Women and Dealing with Difficult Situations. Following consultation with female academics, we also added additional topics to the 'bite-size' sessions run as part of the 2009/10 Staff Development Programme; Networking for Women, and Influencing Skills for Women.

Additional training includes:

- Chairs of Recruitment and Selection Panels, held throughout 2009 and 2010. This mandatory 2 phase training comprises an online package and workshop sessions, and includes a focus on unconscious bias. 487 attendees have been trained to date with further sessions planned.
- Equality Act Briefing sessions held during 2009 for the Equality and Diversity Board, the University Council, the Human Resources Management Committee, Campus Unions and HR Advisors. More briefings are planned for 2010 on the impact of the Act on our University.
- A session for Heads of Department on Work-life balance was held in November 2009. This was led by Professor Liz Doherty from Sheffield Hallam University, who has undertaken research into barriers to the progression of female academics. As a result of the session, guidance for departments on promoting positive role models is underway.
- Seminars on Hate Crimes were held in April 2010 for staff and students, followed by a seminar on the support available to staff and students by the University Counselling Service. Unison also ran a session with students on sexism, racism and transphobia in the workplace.
- Training for 200 residential mentors on bullying and harassment, focussing specifically on LGBT related issues, is planned for September 2010.

3.1.9 Equality Impact Assessments

Equality Impact Assessments enable the University to assess the impact of proposed and existing policies and services and give due consideration to their impact on different groups of people, to promote positive equality outcomes and eliminate discrimination. Work during 2009 and 2010 focussed on providing the University with a standard, outcome-focussed approach to assessing equality impact.

A set of dedicated University web pages are now available, containing: guidance, an online training toolkit tailored for the University of Sheffield, and a checklist template for download. These web pages can be viewed at: <http://www.shef.ac.uk/equalityanddiversity/eia>.

Bespoke Equalities Impact training sessions are also available HR, and sessions have been run for three University departments since November 2009.

Planned developments for 2010/2011 include further work on training and website improvements, and developing support for departments in relation to restructuring and equality impact assessments.

3.1.10 Work of the Equality and Diversity Board

The Equality and Diversity Board reviews the progress made by key business areas / major committees on equality and diversity action, and makes recommendations where appropriate. Following a revised University wide 'Call for Expressions of Interest' for committee places in 2009, and a more specific equality focussed call for membership of the EDB, the Board now has an expanded and much more representative membership. This involvement from a wide group of staff and external members brings a depth of interest, expertise and understanding of diversity issues and is crucial to the success of the Board's scrutiny work. The Board is currently chaired by the PVC for the Faculty of Science.

3.2 Student Services

A range of gender initiatives were run within Student Services during 2009/10, including:

- A joint initiative with the Students' Union to enhance support and information for students who have children, based on recommendations from the 2009 NUS publication 'Meet the Parents' http://resource.nusonline.co.uk/media/resource/NUS_SP_report_web.pdf and some internal research conducted this year. There will be a number of social events in over the next academic year to provide networking opportunities for parents, including a bulb planting day at the Endcliffe Village. Work has begun on creating designated web pages and printed resources to provide relevant information and signposting for student parents. Further initiatives to support this group of students will be explored over the coming months.
- An initiative in the Counselling Service to make the service more accessible to men, as they are traditionally under-represented in counselling, both in terms of client numbers and counsellors themselves. The service has seven male counsellors who meet twice yearly to look at ways in which the service can be made more accessible to men.
- The first national academic forum for Saudi female students was held at the University, which included a session on Presentation Skills delivered by the Careers Service.
- The Careers Service supported 'SET4 Women – how to network', an event organised by the Students' Union Women's Officer.

3.3 Individual Faculties and departments

Faculties and HR have been working together to develop Faculty action plans which will build on existing good practice and progress the E&D agenda further at faculty level. This has included an assessment of current data broken down to departmental level, and the integration of gender specific actions within faculty plans. Key Professional Services areas have also updated their plans, with some areas providing, or currently working on, one for the first time.

Some examples of action undertaken or planned by individual departments and faculties include:

- changes to job titles, hours of work, and improved recruitment processes in Accommodation and Campus Services resulted in an increase in the number of female staff being appointed to roles within Porterage Services and Security Services and male staff within Cleaning Services:
 - Porterage Services created new roles and job titles to attract more female applicants, and increased their pool of female staff from one in 2007, who was employed in a clerical/admin assistant role, to nine (9.6%) in 2010, which includes three female Concierges, three Service Delivery Co-ordinators and a Porterage Team Leader
 - Security Services amended their About the Job and Job Summary documents to place a greater emphasis on customer service, and increased their pool of female staff from two (7.4%) in 2008 to four (10.5%) in 2010 (prior to a resignation this summer)
 - Cleaning Services changed their recruitment and selection procedures to reduce reliance on previous cleaning experience as an essential criteria, and increased their pool of male cleaning staff from 14 (5.3%) in 2008 to 19 (8%) in 2010.
- the Faculty of Science plans to address the relatively low proportion of female academic staff by reviewing outreach materials and activities, and will encourage flexible working by publicising case studies of flexible working within the faculty
- the Faculty of Social Sciences plans to hold meetings and social gatherings at times which are most easily accessible to staff, and publicise social events in advance to enable staff with caring responsibilities to arrange cover.

3.4 Student's Union Officers

The Women's Officer for the 2009/2010 academic year focussed on action related to increasing the employability of female graduates when they leave the University. A careers day for women students in science, engineering and technology areas was organised, hosted by the UK Resource Centre for Women, to consider the issues facing women in SET.

To build on this work the new Women's Officer for 2010/11 has a number of objectives. These include:

- Working with student parents to engender a sense of belonging and membership, increase their use of current facilities and services and push for greater provision within the Students' Union and University.
- Improve health provision for students with eating disorders, tailor sexual information for international women students and increase their usage of UHS and campaign and raise awareness about cervical cancer, calling for greater national provision for women under 25.
- Raise awareness of violence against women amongst our students, hopefully changing attitudes, and improving women's safety without resorting to fear mongering or victim blaming.

Furthermore, an event will be held in 2011 to celebrate 100 influential women from 1911-2011, marking 100 years of International Women's Day.

4. Awareness Raising and External Recognition

4.1 Opportunity Now

We participate in the regular gender diversity benchmarking assessments organised by Opportunity Now. This is the UK's most extensive survey on gender equality and diversity in the workplace. We were assessed as silver standard in 2009, which recognised the wide range of opportunities that our women have and the support which we give them. We achieved a higher than average score (compared to other organisations from the Higher Education sector) in the majority of categories, and scored 100% in three categories: engagement with the workforce, integration of equality and diversity into systems, and workplace performance. We will be taking part again in the Opportunity Now benchmarking exercise in winter 2010, aiming to build on our current silver standard.

In addition, we are one of Opportunity Now's Exemplar Employers. Opportunity Now, in partnership with the Government Equalities Office (formerly part of the Department for Local Communities), has identified over 100 Exemplar Employers who are doing innovative work to address occupational segregation, equal pay and opportunities for women in the workplace. The organisations have all committed to sharing their best practice with other organisations in the future. It is hoped that this comprehensive sharing of expertise and solutions will ultimately help to address both the gender pay and opportunities gap in the UK.

4.2 Athena Swan

The University is currently a member of the Athena SWAN Charter, and was awarded Bronze in August 2009. The Charter recognises and celebrates good employment practice for women working in science, engineering and technology (SET) in higher education and research. Members must be committed to the advancement of the careers of women in SET in higher education and research. The Faculty Pro-Vice-Chancellor for Engineering championed our submission, and has included gender specific actions in the Faculty of Engineering strategic plan.

4.3 THELMAS Award

The Times Higher Education Leadership and Management Awards (Thelmas): the department of Human Resources won the 'Outstanding HR Team' award 2010. Amongst the initiatives that the judges were impressed with were the 'Female Academic's Progression Action Plan,' and Out@Work Day.

5. Audits

Internal audits of equality and diversity were carried out in 2008 and 2010: both resulted in very positive reports with few recommendations, clearly demonstrating that, when subjected to external scrutiny, the University has robust measures in place to progress the equality and diversity agenda.

6. Further Information

For further information regarding any aspect of this report please contact: Gill Tait, Assistant Director of HRM, Tel: 0114 222 1604 or g.tait@sheffield.ac.uk

