

Action Plan

Ref no.	Planned action/ objective	Rationale	Key outputs and milestones	Start/ end dates	Person responsible	Success criteria and outcome
Section 2.	Description of the department					
2.1	Achieve gender parity in women in leadership roles for the MBBS undergraduate programme <i>Priority: Medium</i>	To improve career prospects for women at the highest levels and increase female role models for students and junior staff	Review recruitment strategies considering factors which may encourage or inhibit successful applications from women; encourage women to apply for leadership roles	June 2018/ September 2022	Interim Director (Faye Gishen)	Increase from 43% to at least 50% women in leadership roles in the MBBS undergraduate programme, who are staff outside the department but who are recruited and managed by the department
Section 4.	Picture of the department					
4.1	Maintain our recruitment of female students into undergraduate medicine at a higher proportion than the national average <i>Priority: Medium</i>	To provide equality of opportunities for female school leavers to embark on medical training and a future medical career	All student admissions interviewers (including external volunteers, clinical colleagues and students) to have had Unconscious Bias and Equality and Diversity training	June 2018/ September 2022	Undergraduate Admissions Tutor (Sarah Bennett)	The proportion of female undergraduate students at intake continues to meet or exceed the national average for medicine (55%) every year
4.2	Ensure gender parity in employment at graduation from MBBS undergraduate programme <i>Priority: Medium</i>	To ensure that female graduates have the same success as males in graduate employment, specifically foundation training, which is the first stage in a medical career	Gather information from foundation schools and, if required, students, on our graduates' employment destinations and reasons for not being employed; reflect on gender trends to determine whether the medical school can further	Aug 2018/ September 2022	Head of MBBS Management – UG Education (Gaynor Jones) Head of MBBS Student Support and	The proportion of female graduates entering employment, specifically foundation training, is equal to our male graduates and is congruent with the gender parity of national data

			support female graduates		Records (Alison Crook)	
4.3	Ensure that female applicants for research degrees have an equal chance of being recruited compared to male applicants <i>Priority: High</i>	To address the gender discrepancy in PhD recruitment (female applicants are less likely to be offered a studentship)	Create a template for PhD recruitment materials to emphasise expectations of relevant experience and qualifications; review impact of changes on success rate of women applying for PhD studentships	May 2018/ Aug 2022	Research Lead (Ann Griffin) Postgraduate Lead (Lorraine Noble)	There is gender parity in the proportion of candidates shortlisted for and offered PhD studentships
4.4	Address any barriers to the career progression of staff which affect staff retention <i>Priority: Medium</i>	To establish whether there are any departmental procedures, practices or cultural factors which pose a barrier to staff achieving their career goals, particularly considering gender differences, which result in staff leaving	Ask staff who are leaving to complete a staff leavers' questionnaire and offer all leavers a meeting with their line manager or departmental staffing manager to identify reasons for leaving Annual review by MBBS Executive of collated reasons for leaving to reflect on gender implications and implement changes in departmental procedures, practices or culture to remove barriers to/further support career progression of female staff	May 2018/ August 2022	Divisional Staffing Manager (Safiyyah Patel)	The department has identified reasons for leaving for at least 90% of staff leavers The departmental Executive has identified and addressed any reported barriers to the career progression of women which are related to staff leaving Less than 10% of staff report at the exit questionnaire/meeting that they have left due to departmental procedures, practices or culture which have posed a barrier to career progression
Section 5	Supporting and advancing women's careers					
5.1	Induction provides staff with all the information they need about resources and	To ensure that all academic and professional services staff on all sites receive consistent information about key departmental/university	Develop a revised induction package incorporating clinical teaching fellow induction materials, university booklet,	June 2018/ September 2022	Divisional Staffing Manager (Safiyyah Patel)	At least 90% of all new staff report satisfaction with their induction at probation sign off and all staff report knowledge of highlighted

	benefits <i>Priority: High</i>	benefits and entitlements (particularly those that support working parents and Dignity at Work) and to support staff in settling in to the department	departmental 'Who's who', site-specific information, training/development resources, opportunities and funding, and university policies and benefits, and including a line manager checklist. Piloted with all new starters for one year (including staff at all three sites and academic and professional services staff at all grades). Revised guidance is implemented as standard thereafter. The same information is disseminated to current staff by email and at departmental 'INSET' days.			departmental/university resources, policies and benefits on the annual staff survey
5.2	New staff feel supported and enabled to settle in <i>Priority: Medium</i>	To provide tailored and site-specific information and welcome for all new starters	Review effectiveness of the 'buddy system' on all three sites for all new academic and professional services staff at induction, in providing useful information (beyond the staff induction package) and in helping staff to settle in.	June 2018/ August 2022	Divisional Staffing Manager (Safiyah Patel)	At least 90% of new staff report that the buddy system was effective in providing useful information and facilitating settling in to the department, assessed at probation sign off
5.3	All staff are supported in their career development <i>Priority: Medium</i>	To improve knowledge and uptake of opportunities for professional development including use of the Divisional Strategic Fund, for all staff (academic and professional services)	Introduce departmental recording of training and development opportunities taken up and funding awarded by the Division, reviewed to identify staff who have not received or taken up these opportunities and compared by gender	September 2018/ September 2022	Interim Director (Faye Gishen) Division Manager (Lee Standen / Emma Grant) Divisional	All female staff (academic and professional services) are taking up at least one professional development opportunity related to career advancement per year, as recorded on the new departmental database At least 80% of academic and professional services staff at

			Include case studies from academic and professional services staff and information about professional development opportunities and the strategic fund in the induction pack, departmental newsletter and staff 'INSET' half-days		Staffing Manager (Safiyyah Patel)	all grades report being satisfied with the availability of professional development opportunities in the staff survey
5.4	Staff goals for their professional development and career advancement are supported via appraisal <i>Priority: Very high</i>	To ensure that opportunities for promotion and/or career development are considered for academic and professional services staff at all grades at appraisal	Departmental appraisal for all staff will include a personal development plan (including sections on promotion opportunities and support, coaching and/or mentoring, and a tailored discussion of workload and work-life balance) and discussion of skills and development opportunities to support staff in applying for promotion, taking on a new role or applying for an increment Departmental monitoring and review of these additions to the appraisal documentation	September 2018/ September 2022	Divisional Staffing Manager (Safiyyah Patel)	All staff are recorded as having had annual appraisal, which includes a discussion of promotion and/or career development and a completed professional development plan, which includes specific activity or training aimed at supporting the staff member's career progression or promotion More than 90% staff report being satisfied with the career development discussion during appraisal on the staff survey
5.5	Academic and professional services staff in mid-career and leadership roles are supported in achieving their	To provide experience particularly relevant to mid-career staff so women enter senior leadership roles at an equitable rate	Identify and provide appropriate shadowing opportunities to female academic and professional services staff who are mid-career/in leadership roles and review perceived	September 2018/ September 2022	Interim Director (Faye Gishen), Division Manager (Lee Standen / Emma Grant)	More than 90% staff in mid-career roles report in the staff survey that they have been offered shadowing opportunities appropriate to their career development

	career goals <i>Priority: Medium</i>		usefulness of opportunities			
5.6	Professional services staff feel supported in progressing their careers <i>Priority: high</i>	To address the specific career development needs of professional services staff due to the university organisation of posts and promotion opportunities	Publicise our commitment to encouraging staff to attend training (including financially supporting training) for career development beyond their current role; hold CV-building/promotion/regrading application workshops; contact former fixed term staff to canvass their views on the career development opportunities afforded by the department and perceived needs	September 2018 / September 2022	Division Manager (Lee Standen / Emma Grant) Divisional Staffing Manager (Safiyyah Patel),	More than 90% of professional services staff report on the annual staff survey that they have been encouraged to attend training to enhance their current work or a future role. All staff report that they were able to attend a CV-building/promotion/regrading application workshop if they wished and over 80% of staff report that this was helpful. An annual review of priorities for professional services staff development opportunities leads to additional strategies being implemented and evaluated
5.7	Staff are supported to achieve their career goals by enhancing appraisal <i>Priority: High</i>	To enhance the effectiveness of appraisal and departmental support to staff to achieve promotion and/or career progression	Develop a system for triggering, conducting and monitoring one-to-one meetings about career development between all staff members and their line managers between appraisals	September 2018 / September 2022	Interim Director (Faye Gishen), Deputy Director (Ann Griffin) Division Manager (Lee Standen / Emma Grant) Divisional Staffing Manager	All staff to report having had at least one interim meeting with their line manager about career goals between annual appraisals and all staff report satisfaction with these meetings, assessed on the staff survey

					(Safiyyah Patel)	
5.8	Professional services staff are supported in their career progression <i>Priority: High</i>	To identify and address the specific support needs of Professional Services staff in developing and progressing their careers	Establish a Divisional Professional Services Staff Committee to meet termly to identify and address training and development needs, and to consider the feasibility of establishing deputy roles for key departmental Professional Services staff positions to enhance career progression and development	September 2018/ September 2022	Division Manager (Lee Standen / Emma Grant) Divisional Staffing Manager (Safiyyah Patel)	Over 90% of Professional Services staff report on the staff survey that they have been consulted on their training and development needs and that they have been practically supported by the department in their career progression
5.9	Staff taking any form of parental or carer's leave are able to make use of benefits and entitlements <i>Priority: Medium</i>	To ensure that staff have accurate and up-to-date knowledge of departmental and university policies and practical information when needed	Pilot a checklist for staff to complete before and after maternity, paternity/partner's, shared parental, adoption and carer's leave, which includes practical (e.g. information about nursery provision, salary sacrifice scheme, nursery waiting times)	June 2018/ September 2022	Divisional Staffing Manager (Safiyyah Patel)	All staff who have taken any form of parental or carer's leave report knowledge of departmental and university policies and at least 90% report satisfaction with information and support provided by the department assessed on the staff survey
5.10	Staff taking any form of parental or carer's leave feel supported <i>Priority: Medium</i>	To provide information and support for staff taking any parental/carers leave based on previous staff experience	Pilot a 'buddy system' for staff prior to and on return from maternity, paternity, partner's, shared parental, adoption or carer's leave	June 2018/ September 2022	Divisional Staffing Manager (Safiyyah Patel)	All staff who have taken any form of parental or carer's leave report that they were offered a 'buddy' and at least 90% of these staff report that the 'buddy system' was helpful in providing information and support, assessed on the staff survey
5.11	Staff are able to make use of flexible working options available	To improve knowledge and uptake of all staff (not solely those with childcare or other caring responsibilities) about	Dissemination of information in the induction pack, by email, at staff 'INSET' half-days and on	June 2018/ September 2022	Divisional Staffing Manager (Safiyyah Patel)	All staff report knowledge about flexible working opportunities available to them on the staff survey, and

	to them <i>Priority: High</i>	flexible working opportunities available to them	the staff website			90% of staff report that they have made use of flexible working if they wish to
5.12	Staff who wish to return to full-time work are enabled to do so <i>Priority: Medium</i>	To improve staff knowledge about the option to return to full-time work (after reducing their hours to part-time), e.g. when staff reduce or cease childcare/ caring responsibilities	Dissemination of information to all staff in the induction pack, by email and INSET half-day	June 2018/ September 2022	Divisional Staffing Manager (Safiyyah Patel)	All staff report knowledge of the option to return to full-time work on the staff survey and 90% of staff report that they have been able to do so if they wish to
5.13	Publicise our positive and inclusive departmental culture <i>Priority: Medium</i>	To celebrate and promote the department's supportive, inclusive and collaborative culture	Devise a 'strapline', from staff suggestions, which best reflects our culture, and highlight examples of our inclusive, supportive and collaborative culture disseminated through departmental website, newsletter, events	August 2018/ September 2022	Interim Director (Faye Gishen), Division Manager (Lee Standen / Emma Grant)	More than 80% of staff report on the staff survey that they feel the 'strapline' and examples disseminated accurately reflect and publicise our departmental culture
5.14	Staff are supported to take paternity/ partner's leave entitlement <i>Priority: Medium</i>	To ensure that staff eligible to take paternity/partner's leave are supported on an equal footing as staff taking maternity leave	Devise and implement a departmental mechanism to cover the workload of staff taking paternity/partner's leave	August 2018/ September 2022	Divisional Staffing Manager (Safiyyah Patel)	All staff eligible to take paternity or partner's leave report on the staff survey that (a) arrangements had been made to cover their workload and (b) that they felt supported to take their leave entitlement
5.15	Human resources policies are effectively implemented <i>Priority: High</i>	To ensure that all staff are provided with accurate and complete information and advice about human resources policies and feel that the use of these policies is fair	Disseminate information about human resources policies (regarding Equality, Diversity and Inclusion, Dignity at Work, bullying, harassment, grievance and disciplinary issues) to all staff	September 2018/ September 2022	Divisional Staffing Manager (Safiyyah Patel)	All staff report on the staff survey that they are aware of, and able to access information about these policies At least 90% of staff who report on the staff survey that they have been involved in a situation in which a human

						resources policy was invoked, state that they were satisfied with the information, advice and support provided by their line manager
5.16	Staff feel that workload is allocated equitably across the department <i>Priority: Medium</i>	To help staff in different teams and sites understand each other's activities, workload and 'pinch-points' throughout the year To support staff in engaging in development activities to support career progression	Representatives from the four departmental units and teams across the three sites present at staff INSET half days Staff consultation is conducted among teams and career grades to identify a recommended allocation of time for developmental activities to support staff career progression or promotion	September 2018/ September 2022	Interim Director (Faye Gishen) Deputy Director (Ann Griffin) MSEC Lead (Ahmed Rashid) Division Manager (Lee Standen / Emma Grant)	At least 90% of staff report on the staff survey that workload is allocated fairly, and that they have had the opportunity to engage in development activity to support career progression or promotion
5.17	Ensure that timing of meetings is fair to staff balancing work-life commitments <i>Priority: High</i>	To ensure that all core meetings attended by departmental staff (particularly meetings organised by other departments or institutions) are not held at times detrimental to staff with childcare and/or caring responsibilities	Publicise the departmental and university policies of key meetings and 'core business in core hours' and encourage wider dissemination among university, clinical and external colleagues Identify the extent of staff involvement in meetings outside core hours, particularly professional services staff and its impact on staff work-life balance	August 2018/ September 2022	Division Manager (Lee Standen / Emma Grant) Divisional Staffing Manager (Safiyah Patel)	At least 90% of staff report on staff survey that all meetings they are required to attend, (a) organised by the department are held in core hours, (b) organised by other departments do not occur at times disruptive to other commitments (such as childcare or caring responsibilities)
5.18	Establish staff	To support flexible and	Staff consultation about	August	Division	At least 90% of staff report on

	requirements for teleconferencing <i>Priority: Medium</i>	remote working and reduce unnecessary travel between sites	needs and preferences regarding teleconferencing including audiovisual requirements or training	2018/ September 2022	Manager (Lee Standen / Emma Grant), Divisional Staffing Manager (Safiyyah Patel)	the staff survey that: (a) if they wish to use teleconferencing facilities, the available facilities meet their needs, (ab) they have confidence in using these facilities, (c) use of these facilities facilitates flexible and remote working and reduces unnecessary travel
5.19	Timing of social events is suitable for all staff <i>Priority: Medium</i>	To address the differing needs of staff with caring responsibilities, clinical commitments and student-facing roles to ensure that all staff have the opportunity to attend some departmental social events	Staff consultation on timing of social events to ensure that all staff are able to attend the events they wish to across the range of events scheduled	August 2018/ September 2022	Divisional Staffing Manager (Safiyyah Patel) Directorate Administration (Deanne Attreed / Debbie Lucas-Georgiou)	All staff report on staff survey that the timing of departmental social events enables them to attend some of the events each year, if they wish to participate in these events