



University of London
Race Equality and Diversity Action Plan

Task	Purpose	Action	Target	Completion Date
<p>A. Recruitment and Selection</p>	<p>To identify areas of the workforce in which ethnic-minority groups are under-represented and, where identified, to reduce under-representation.</p>	<p>To collect data on the composition of the local labour market (inner and greater London) and compare with the current workforce.</p> <p>Where necessary, to ensure job vacancies are targeted at under represented groups.</p> <p>To collect and to analyse data on applications and appointments and report regularly to the HR Committee.</p> <p>To review existing recruitment and selection processes and plan any necessary remedial action to 'equality proof' those processes.</p> <p>To establish links with local community groups in the local labour market and publicise job opportunities.</p>	<p>1. To increase the number of ethnic minority staff employed by the University at all levels consistent with the local labour market: our current targets being to 20% of the workforce by 2005 and 25% by 2006.</p> <p>2. To increase appointments of ethnic-minority to a level consistent with the percentage of the local labour belonging to an ethnic-minority group: our current target being to 15% of all appointments</p> <p>To continue to improve the coverage, quality and depth of analysis of equality monitoring data collected as part of our recruitment and selection processes.</p> <p>3.</p>	<p>20% by Summer 2005 25% by Summer 2006.</p> <p>Summer 2004 and ongoing</p> <p>April 2004 and ongoing</p>

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B. Retention	Within its broader aim of improving retention levels generally, the University will identify differentials of retention rates between ethnic-minority staff and staff in other groups and seek to reduce any unacceptable and disproportionate turnover in ethnic minority staff groups.	<p>To establish focus groups to examine the employment experience of ethnic minority staff groups.</p> <p>To analyse the results of the recently introduced exit questionnaire and exit interview processes to acquire information on why staff from ethnic minorities leave the University's employment.</p> <p>To report the results of monitoring of leaving reasons, exit questionnaires and exit interviews annually to the HR Committee.</p>	<p>1. Introduce focus groups and draw on the feedback from those groups to identify and assess requirements for change necessary to improve the employment experience for staff in ethnic minority groups and reduce turnover</p> <p>2. Percentage of Turnover in ethnic minority staff groups does not exceed 1) percentage of ethnic minority in the Workforce by April 2005 and turnover overall and 2) percentage of turnover overall by April 2006</p>	<p>Introduce Focus Groups and assess feedback by Summer 2004 Commence implementation of identified actions by November 2004</p> <p>April 2005 and April 2006 as described.</p>

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C. Training and Professional Development	<p>To provide demonstrable equality of access to vocational training and other career / personal development opportunities across all staff groups.</p> <p>To ensure that the University's workforce are aware of their duties under the Act, sensitive to issues of equality and diversity, committed to the University's Policy and Action Plan, and benefit from increasing diversity in the workforce.</p>	<p>To publicise opportunities for training and development widely so as to be accessible to all staff groups.</p> <p>To ensure that the procedures associated with access to and/or approval of requests or nominations for training/development opportunities are appropriately equality proofed.</p> <p>To monitor access to training and development opportunities and report annually to the HR Committee on training access and opportunity.</p> <p>To cascade training in relation to equality of opportunity, race, discrimination and issues of diversity throughout the workforce, commencing Summer 2003.</p>	<ol style="list-style-type: none"> 1. To increase participation in and success rates of ethnic minority staff groups in all forms of training and development opportunities; specifically so that 15% attendance on/access to training and development is by individuals in minority groups by April 2005 and 20% by April 2006. 2. Having rolled-out equality and diversity training at senior level, to complete cascade throughout the workforce. 3. Analysis of exit Questionnaires and Interviews does not suggest that staff left as a result of an inadequate or inequitable approach to training and development. 	<p>15% by April 2005 20% by April 2006</p> <p>60% of supervisors and managers trained by September 2004 and 90% by July 2005</p> <p>April 2004 and ongoing</p>

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D. Performance Management	<p>To identify any areas where ethnic minority staff may be adversely affected by the University's system(s) of performance assessment.</p> <p>To revise the performance management system where necessary.</p>	<p>To ensure that the procedures associated with performance management and assessment are appropriately equality proofed.</p> <p>To implement amendments to our approach to and procedures for handling performance management and assessment identified as necessary to be equality proof at the earliest possible opportunity.</p>	<p>1. Draw on the feedback from focus groups, the report by the Royal Holloway Centre for Ethnic Minority Studies on recruitment and related processes and the results of exit interviews and questionnaires to identify and assess requirements for change necessary to ensure that an equitable approach to performance management and assessment is universally applied.</p> <p>2.. To amend the annual appraisal system and related systems as necessary in the light of 1 above.</p>	<p>September 2004 and ongoing</p> <p>December 2004</p>

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E. Pay, Reward and Promotion	To ensure equality in pay, reward and promotion.	<p>To build on the University's first equal pay audit (June 2003) and, in particular the outcomes of initial analysis reported to the HR Committee in October 2003, and undertake further audits from September 2004 annually. In particular, the audit identified a number of differentials in both pay and conditions which could best be addressed through the introduction of new pay and grading systems and the harmonisation of terms and conditions of service.</p> <p>To introduce a revised objective, analytical and factor-based job-evaluation scheme.</p> <p>To introduce a revised, and more transparent procedure for the recommendation for and / or application of reward.</p>	<ol style="list-style-type: none"> 1. To undertake an equal pay audit annually. 2. To introduce a new Job Evaluation Scheme. 3. To Introduce new pay and grading systems 4. To harmonise working hours at 35 per week 5. Building on experience from the new appraisal system, to devise and roll-out new, more transparent arrangements for pay progression and reward. 	<p>September 2004 and annually thereafter.</p> <p>From April 2004-September 2004</p> <p>August 2005</p> <p>1 January 2005</p> <p>January 2005</p>

Task	Purpose	Action	Target	Completion Date
F. Discipline and Grievance	To ensure equality of treatment and of access under the University's policies and procedures for Discipline and Grievance respectively.	<p>To gather and analyse relevant data, report and monitor.</p> <p>To roll out a revised policy and procedure to eliminate discriminatory factors or conditions.</p> <p>To publish the policy and procedures widely.</p> <p>To review records of discipline and grievance to ensure equal treatment across ethnic groups.</p>	1. Report to the HR Committee on data relating to the application of and access to the Discipline and Grievance procedures.	December 2004

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G. External Organisations (Suppliers, Contractors, Partnerships)	To develop partnerships with organisations working with or on behalf of the University in relation to the promotion of race equality and diversity.	<p>To require express acceptance of the University's published policy and action plan in respect of all partnerships and relationships with external organisations in respect of any activity covered by the RRAA.</p> <p>Similarly, to require acceptance of the broad aims of the University in respect of Race Relations and of the policy and plan from those with whom the University has relationships in respect of any activity not covered by the RRAA.</p> <p>To ensure the University recognises its similar obligations in its dealings with those with whom it has dealings who are themselves covered by the general and / or specific duties under the Act.</p>	1. Obtain acceptance of University published policy from external suppliers and partners as appropriate.	December 2005

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<p>H. Leadership and Management</p>	<p>To create a working environment in which there is a clear commitment to race equality and which promotes good race relations and is sensitive to the issues and demands of diversity.</p>	<p>To publicise new policy widely amongst staff.</p> <p>To introduce a specific requirement for staff to uphold the requirements of the Act and the Policy and Plan into planned new Terms and Conditions of Service.</p> <p>Failure to treat individuals of all races fairly and equally will be widely considered to be unacceptable and staff at all levels will be aware of and take the appropriate action when identifying incidences of such failure.</p> <p>To provide suitable training and development opportunities to enhance good race relations and the understanding of the need for race equality and benefits of diversity.</p> <p>To monitor exit questionnaires to establish evidence of negative experience.</p>	<ol style="list-style-type: none"> 1. Staff will actively commit to and engage in diversity training to the benefit of the organisation and the promotion of race equality and diversity generally. 2. To carry out staff surveys of representative cross section of staff to establish understanding of the requirements under the Act, Policy and Plan. 3. Assessed through annual staff surveys of representative sample, staff will show increasing understanding, year on year, of the requirements of them under the Act and the Policy and Plan and demonstrate active engagement with the duty to promote good race relations. 	<p>Immediate and ongoing</p> <p>April 2005</p> <p>April 2006 and ongoing</p>

Task	Purpose	Action	Target	Completion Date
I. Consultation and Communication	To communicate to and to involve all staff and student representatives in the development and on-going implementation of the Policy and Action Plan	<p>To undertake substantive consultation with staff and their acknowledge representatives by means of formal consultative meetings and by targeted focus groups, including the Equal Opportunities Joint Working Group (held with trade union and Staff Association representatives).</p> <p>To distribute the policy and plan universally and ensure the wide publication of its message and provisions.</p> <p>To make the Policy and Plan widely accessible, in part through publication on the University's web pages, and to encourage feedback from staff and from student representatives.</p>	<ol style="list-style-type: none"> 1. Hold six-monthly meetings of the Equal Opportunities Joint Working Group. 2. Publish Policy and Plan on web pages with a feedback facility 	<p>December 2004 and at 6-month intervals thereafter.</p> <p>July 2004</p>
J. The Race Equality and Action Plan	To ensure the Policy and Plan remain up to date and relevant and will provide for the exponential increase and development of our aims and objectives.	To review the policy annually with staff representatives and at the HR Committee.	<ol style="list-style-type: none"> 1. Review with staff representatives and at the HR Committee 	Annual from April 2004.

Task	Purpose	Action	Target	Completion Date
K. The Student Experience	<p>To actively promote equality of access to, quality of experience within, and the attainment of personal goals and achievement of success through Higher Education across all racial groups.</p> <p>To enable the University demonstrably to attract, nurture and retain as ethnically diverse a student body as practicable (given available resources and the untypical circumstances of the central University).</p>	<p>To collect and monitor student data as required by the CRE Statutory Code of Practice.</p> <p>To identify areas for action and devise targets and action plans accordingly.</p>	<ol style="list-style-type: none"> 1. To publish student data annually to the HR Committee. 2. To establish a Working Group to examine areas of under representation and devise action plans and targets accordingly. 3. To report on the activities of the Working Group to the HR Committee annually. 	<p>November 2004 and ongoing</p> <p>November 2004</p> <p>January 2005 and annually.</p>